

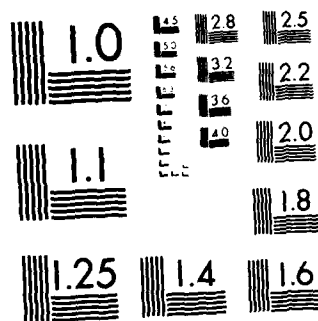
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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT
PROTOCOL HANDBOOK

MAJOR JOYCE K. STOUFFER

85-2645

"insights into tomorrow"

STOUFFER, JOYCE K. 85 ILL CY#1

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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PREFACE

"The whole purpose of protocol is for people to feel comfortable in any given situation."

--Claire Booth Luce

"Good manners" refers to the rules and mores one applies to everyday life. There is a "certain way" of doing things socially and certain standards one must maintain. When we apply these ways and standards to official or military life, though, the term becomes protocol. This is the set of rules prescribing good manners in official life and in ceremonies involving nations and their governments and representatives. It is the recognized system of international courtesy.

Service protocol combines the aspects of everyday good manners with the traditions and customs of the various branches of the armed forces. Military officers represent not only their branch of service but also the United States government. They are judged both by their professional ability and their manners--on and off duty. Social functions continue to be a way of life in the military. Therefore, any officer should have at least a general background in the procedures to follow. This handbook provides that general background on an officer's responsibilities regarding formal and informal functions. It also deals with the task of determining precedence to guide military officers' actions and planning for particular functions.

This handbook gives general guidelines and provides numerous references. The additional references contain volumes of information that can help you decide what's best for the function you're planning or the "protocol problem" you face. Check this handbook first for essential information that's easy to find and hopefully, easy to read and understand. In most cases, there will be one or more references you may consult for treatment in depth.

This handbook was compiled and edited from all reference materials including the author's personal experiences listed in the bibliography. An annotated copy of all references is kept on file at ACSC/CC, Maxwell AFB. The author thanks Lt Colonel Ronald Tatus for his valuable assistance in preparing this handbook.

ABOUT THE AUTHOR

Major Joyce K. Stouffer was born in Chambersburg, Pennsylvania. She attended James Buchanan High School in Mercersburg, Pennsylvania, and received a Bachelor's Degree in Behavioral Science from York College at York, Pennsylvania in 1973. She received her Master's Degree in Guidance and Counseling from Phillips University at Enid, Oklahoma in 1978. Major Stouffer is a 1985 graduate of the Air Command and Staff College at Maxwell Air Force Base in Montgomery, Alabama. She is also a graduate of the Air Command and Staff College correspondence and seminar programs and Base Contracting School at Lowry Air Force Base in Colorado.

Major Stouffer joined the Air Force on 3 January 1974 and was commissioned a 2nd Lt after completing Officers' Training School (OTS) at Lackland Air Force Base, Texas, on 2 April 1974. She was assigned as an Administrative Officer for the 71st Student Squadron, Vance Air Force Base, Oklahoma, until October 1977. She completed Squadron Officers' School in 1975 and assumed duty as Protocol Officer, Headquarters Air Force Logistics Command, at Wright-Patterson Air Force Base, Ohio. Major Stouffer graduated from the Air Force Acquisition and Development course on 24 August 1979 at Lowry Air Force Base, Colorado, and attended the Education With Industry Program (Air Force Institute of Technology) where she was the first woman and the first military officer to receive the General Electric Outstanding Management Award for her contributions to the F101 DFE Engine Program. Following her assignment with General Electric, she became a Contract Negotiator on major weapons systems and an Assistant Division Chief for the Contract Division at the San Antonio Air Logistics Center at Kelly Air Force Base, Texas. In 1982 she was transferred to Mountain Home Air Force Base, Idaho, as the Base Contracting Division Chief. She was promoted to the rank of major in 1984.

Major Stouffer's protocol expertise is vast and varied. She has arranged the visits and itineraries of numerous heads of state, corporate, congressional, and civic leaders, entertainers, and national and international dignitaries. Thus, her experience encompasses all levels of government and the civilian sector including nearly ninety percent of the recognized countries of the world.

Major Stouffer's military decorations include the Air Force Commendation Medal and the Meritorious Service Medal with one oak leaf cluster.

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Chapter One

PROJECT OFFICER RESPONSIBILITY

Often-times, it's the smallest of details that goes overlooked but causes the most embarrassment at a social function. That's why the officer who is responsible for making the arrangements for formal or informal functions must insure that all details are planned well in advance. Many times it is necessary to form committees to plan large events. If this is the case, make sure that committee members are briefed on their responsibilities and kept abreast of any changes as expeditiously as possible. The following suggestions should be helpful to the project officer/committee members for planning:

1. Confer with the host to insure you understand his/her desires.
2. Set time and date (Insure date does not conflict with other key functions).
3. Determine location and reserve facility (confirmed in writing).
4. Determine type of attire.
5. Decide on guests and send out invitations.
6. Make arrangements for guest speaker (as applicable). Invitation for guest speaker should include general description of the audience, description of the event, and several suggested topics. Note: If your function has a guest speaker, it is appropriate for host to present speaker with memento as a token of appreciation.
7. If guests desire or need to be escorted, appoint appropriate host officers.
8. Insure that transportation, billeting needs, recreation, etc., are provided for guests.

9. Make arrangements for appropriate food and beverages.
10. Insure that proper decorations are planned.
11. Plan for appropriate entertainment.
12. Insure flowers have been ordered for honored ladies (if appropriate).
13. Arrange for photographic coverage/support.
14. Make arrangements for media coverage.
15. Prepare a detailed agenda for the function and coordinate with the host (and all other "players").
16. If this is an official function, insure that appropriate flags are present.
17. Insure that seating arrangements are appropriate.
18. Decide on financial arrangements for guests.
19. On afternoon or evening of function, insure that facility where function is to be held is properly arranged.
20. Print program for the event.

Chapter Two

DETERMINING PRECEDENCE

It is very important for the protocol officer to have thorough knowledge of the rules which determine precedence. Strict protocol governs military procedure. This knowledge will be valuable in the performance of duties and planning for particular functions. To start at the top, the Chairman of the Joint Chiefs of Staff outranks all officers of any branch of the armed services. Otherwise, the precedence of officers of the same or comparable rank in all services is determined by the date of their appointment to the current rank. Retired officers are ranked with but after an active-duty officer of the same grade.

When both military and civilian officials are involved, determining precedence becomes even more complicated. As a general rule, top civilian officials, down to the secretaries of the military services, have precedence over any military person, regardless of rank. When dealing with precedence at state, county, and municipal levels, precedence becomes extremely complex. In this situation it's best to consult the Air Staff protocol official for correct guidance. The following list is generally observed in diplomatic circles and should help in planning Air Force functions.

LIST OF PRECEDENCE IN THE UNITED STATES

The President of the United States
The Vice President of the United States
The Speaker of the House of Representatives
The Chief Justice of the United States
Former Presidents of the United States
The Secretary of State
The Secretary General of the United Nations
Ambassadors of Foreign Powers
Widows of Former Presidents of the United States
Ministers of Foreign Powers
Associate Justices of the Supreme Court of the United States
The President's Cabinet:
 The Secretary of the Treasury
 The Secretary of Defense
 The Attorney General
 The Secretary of the Interior
 The Secretary of Agriculture
 The Secretary of Commerce
 The Secretary of Labor
 The Secretary of Health, Education, and Welfare
 The Secretary of Housing and Urban Development
 The Secretary of Transportation
Director, Office of Management and Budget
The U.S. Representative to the United Nations
Members of the United States Senate
Governors of States
Former Vice Presidents
Members of United States House of Representatives
Charges d'Affaires of Foreign Powers
The Under Secretaries of the Executive departments and the Deputy Secretaries
Deputy Secretaries
Administrator, Agency for International Development
Director, United States Arms Control and Disarmament Agency
The Secretaries of the Army, Navy, and Air Force
Chairman, Council of Economic Advisors
Chairman, Council on Environmental Quality
Chairman, Joint Chiefs of Staff
The Chiefs of Staff of the Army, Navy and Air Force
The Commandant of the Marine Corps
(5 Star) Generals of the Army and Fleet Admirals
The Secretary General, Organization of American States
U.S. Representatives to the Organization of American States
Director of the Central Intelligence Agency
Administrator, General Services Administration
Director, U.S. Information Agency
Administrator, National Aeronautics and Space Administration
Chairman, U.S. Civil Service Commission
Chairman, Atomic Energy Commission

Director, Defense Research and Engineering
 Director of ACTION
 Director, Office of Telecommunications Policy
 Administrator, Environmental Protection Agency
 Assistant to the President
 Deputy Under Secretaries of State
 The Commandant of the U.S. Coast Guard
 Assistant Secretaries of the Executive Departments
 Chief of Protocol
 Members of the Council of Economic Advisors
 Active or Designate U.S. Ambassadors or Ministers
 Under Secretaries of the Army, Navy, and Air Force
 (4 Star) Generals and Admirals
 Assistant Secretaries of the Army, Navy, and Air Force
 (3 Star) Lieutenant Generals and Vice Admirals
 Former U.S. Ambassadors and Ministers to Foreign Countries
 Ministers of Foreign Powers
 Deputy Assistant Secretaries of the Executive Departments
 Counselors of Embassies or Legations of Foreign Powers
 Senior Civilian Officials, GS-18
 (2 Star) Major Generals and Rear Admirals
 Senior Civilian Officials, GS-17
 (1 Star) Brigadier Generals and Commodores
 Senior Civilian Officials GS-16

In many foreign countries, ceremonial precedence is established under official governmental sanction. In the U.S., it is based on local recognition of vested authority and has developed primarily through custom and tradition. There is no absolute precedence list, because as positions are created, consolidated, or abolished, there are constant changes in the accepted list. Consequently, the U.S. State Department does not release an official order of precedence. However, the list above is the one generally observed in diplomatic circles, and may be used safely at Air Force functions.

When Seniority Determines Precedence. In general, precedence between two officials of equal rank is determined by length of service.

Diplomats. Between diplomats of equal rank, precedence is determined by the dates on which their credentials were presented at the White House, and not by the relative size or importance of their countries. A foreign official

of equal rank with an American official, though, has precedence over the American official. This is the case when the U.S. is the host nation or when the U.S. is responsible for protocol.

The lists in this chapter are general rules for determining precedence; when specific problems arise, ask the local American Embassy for guidance.

Chapter Three

TITLES AND FORMS OF ADDRESS

Courtesy is of utmost importance in addressing people. The protocol officer must have at his/her ready disposal, an incredible number of titles and forms of address. This chapter provides a quick reference for certain distinguished Americans and foreigners whose official duties may involve them in written or oral exchange with you or your boss. To find correct titles of American officials, it would be wise to consult the Congressional Directory, the United States Government Organization Manual, or the Military Service Registers. Correct titles for foreign chiefs of state or heads of government, members of nobility, foreign diplomats, and other distinguished officials are found in the Statesmen's Year Book, Brooks' Peerage, Whitaker's Peerage, Whitaker's Almanac, Debrett Peerage, and the Diplomatic List.

Titles

His/Her Excellency should be used when addressing foreign ambassadors, foreign chiefs of state, the president of a foreign republic, the head of government, a foreign cabinet officer, other foreign high officials. Once entitled, a person retains this title for life.

The Honorable should be used for most high ranking American officials whether in office or retired. Presidential appointees, federal and state elected officials, and mayors. Always spell out "The Honorable" in full on the same line as (and to the left of) the name. Do not use "The Honorable" in

conversation or in salutation. If it appears within the text of the letter, "the" is not capitalized. The following is a partial list of those American officials entitled to be referred to as "The Honorable":

United States Government Executive Branch

The President (if addressed by name)
The Vice President (if addressed by name)
All members of the Cabinet
Deputy Secretaries of the executive departments
Under Secretaries of executive departments
Special Assistants to the President
Deputy Under Secretaries of the executive departments
Assistant Secretaries, Legal Advisors, Counselors, of the Executive departments.
American Ambassadors
American Ministers, including Career Ministers
American representatives, alternates, and deputies in international organizations.

Judiciary Branch

Former Chief Justice of the Supreme Court
Former Associate Justices of the Supreme Court
Judges of other courts
Presiding Justice of a court

Legislative Branch

Senate

The President of the Senate (Vice President of U.S.)
President pro tempore
Senators
Secretary of the Senate
Sergeant at Arms

House of Representatives

The Speaker
Representatives (Members)
Resident Commissioner of Puerto Rico
Delegates from the District of Columbia, Guam, and the Virgin Islands
Clerk of the House
Sergeant at Arms

Library of Congress

The Librarian, Library of Congress

General Accounting Office

The Comptroller General

Government Printing Office

The Public Printer, Government Printing Office

U.S. Government Agencies

Heads, assistant heads, and commissioners, or members of equal rank
appointed by the President and confirmed by the Senate

State and Local Governments

Governor of a state

Acting Governor of a state

Lieutenant Governor of a state

Secretary of State of a state

Chief Justice of the Supreme Court of a state

Attorney General of a state (except Pennsylvania)

Treasurer, Comptroller, or Auditor of a state

President of the Senate of a state

State Senator

State Representative, Assemblyman, or Delegate Mayor

President of a Board of Commissioners

Suggestions for "THE HONORABLE"

Sometimes on business-type letters, it is abbreviated as "The Hon."
preceding the name on the line, but this is not the social usage.
Also, it is never used before a surname only. (Bottom line--don't
abbreviate unless you can find at least two good reasons for doing
so).

Esquire should be used in place of a personal title, (Mr., Dr., etc.),
and should be written like this, John Doe, Esquire. It should always be
written in full and may be used to address the following:

A Lawyer

The Clerk of the U.S. Supreme Court

Officers of other courts

Male Foreign Service officers below the grade of Career Minister

Doctor should be abbreviated and used before the person's name who is entitled to that degree. Example: Dr. John Doe, M.D. Notice that you should use the initials of his degree following his name and not spell out "doctor" in full.

Ecclesiastical Titles. You should address a clergyman as "The Reverend" with the full name following. Example: The Reverend John Doe. It is incorrect to leave off "The." Depending upon the sect or denomination they represent, clergymen may be addressed as "Bishop," "Cardinal," "Father," "Pastor," "Rabbi," or "The Right Reverend."

Retired Officials. Governors, Justices of the Supreme Court, and some military officers, may be addressed by the title they held when they retired. Person's who resign from their positions, however, do not merit the courtesy of being addressed by their former titles. Presidents and Vice Presidents do not continue to be addressed by their former titles after their term in office.

Retired Foreign Service Officers who have attained the rank of Career Ambassador, Career Minister, or Career Minister for Information, who have been appointed by the President with plenipotentiary powers, by and with the advise and consent of the Senate should be addressed with the appropriate titles. Example: Career Ambassador of the United States of America.

Abbreviations. You should not abbreviate titles preceding full names with the exception of Mr., Mrs., and Dr. Extremely long titles may have to be abbreviated simply for the sake of balance and appearance. As mentioned earlier regarding doctors, the designation of a degree after a person's full name should be abbreviated (as is the case with fellowships and military service branches). Example: John F. Doe, USAF. Scholastic degrees should

not be combined with complimentary titles and military rank. No more than three degrees should follow a persons name.

Military Titles. In the military service, all officers are addressed and introduced by rank. Noncommissioned officers are addressed and introduced by their rating, for example, Private Doe. The exception is the case of Warrant officers who are addressed formally as Mr. or Miss. It is not correct in conversation to use a title by itself, such as "Captain." It is correct to say "Captain Doe." It isn't necessary to specify various ranks, such as Rear Admiral or Brigadier General or First and Second Lieutenant on social occasions. Simply state Admiral, General, or Lieutenant. But, at formal presentations, the full title is stated. All chaplains are addressed and introduced by title and name, e.g., "Chaplain Doe." In the Navy and Coast Guard, the captain of the ship is always "Captain" regardless of rank.

Military Officer Titles and Forms of Address

The various ranks of officers in the Armed Forces of the United States, the abbreviations for each, and the insignia follow:

Army

General of the Army	(no abbreviation)	5 stars in a circle
General	GEN	4 stars in a row
Lieutenant General	LTG	3 stars in a row
Major General	MG	2 stars in a row
Brigadier General	BG	1 star
Colonel	COL	Winged Eagle
Lieutenant Colonel	LTC	Silver maple leaf
Major	MAJ	Gold maple leaf
Captain	CPT	Two silver bars
First Lieutenant	1 LT	One silver bar
Second Lieutenant	2 LT	One gold bar

Navy

Fleet Admiral	FADM	5 stars in a pentagon and an anchor on epaulet; 1 broad and 4 regular stripes with 1 star on sleeve
Admiral	ADM	4 stars and an anchor on epaulet. 1 broad and 3 regular gold stripes and 1 star on sleeve
Vice Admiral	VADM	3 stars and anchor on epaulet; 1 broad and 2 regular gold stripes and 1 star on sleeve
Rear Admiral	RADM	2 stars and anchor on epaulet; 1 broad and 1 regular gold stripe and star on sleeve
Commodore	COMO	1 star and anchor on epaulet; 1 broad gold stripe and star on sleeve
Captain	CAPT	4 regular gold stripes and 1 star on sleeve
Commander	CDR	3 regular gold stripes and 1 star on sleeve
Lieutenant Commander	LCDR	2 and 1/2 regular gold stripes and 1 star on sleeve
Lieutenant	LT	2 regular gold stripes and 1 star on sleeve
Lieutenant, Junior Grade LTJG		1 and 1/2 regular gold stripes and 1 star on sleeve
Ensign	ENS	1 regular gold stripe and 1 star on sleeve

Marine Corps

General	GEN	4 stars in a row
Lieutenant General	LT GEN	3 stars in a row
Major General	MAJ GEN	2 stars in a row
Brigadier General	B GEN	1 star
Colonel	COL	Winged Eagle
Lieutenant Colonel	LT COL	Silver maple leaf
Major	MAJ	Gold maple leaf
Captain	CAPT	Two silver bars
First Lieutenant	1st LT	One silver bar
Second Lieutenant	2nd LT	One gold bar

Air Force

General of the Air Force (no abb.)		5 stars in a circle
General	GEN	4 stars in a row
Lieutenant General	LT GEN	3 stars in a row
Major General	MAJ GEN	2 stars in a row
Brigadier General	BRIG GEN	1 star
Colonel	COL	Winged Eagle
Lieutenant Colonel	LT COL	Silver maple leaf
Major	MAJ	Gold maple leaf
Captain	CAPT	2 silver bars
First Lieutenant	1st LT	1 silver bar
Second Lieutenant	2nd LT	1 gold bar

Coast Guard

Admiral	ADM	In the Coast Guard the insignia of rank is the same as the Navy except that a line shield replaces a star.
Vice Admiral	VDM	
Rear Admiral	RADM	
Captain	CAPT	
Commander	CDR	
Lieutenant Commander	LCDR	
Lieutenant	LT	
Lieutenant, Junior Grade	LTJG	
Ensign	ENS	

Branch of Service

United States Army	USA
United States Navy	USN
United States Marine Corps	USMC
United States Air Force	USAF
United States Coast Guard	USCG

Chapter Four

INVITATIONS AND REPLIES

One of the first things to consider in planning a "protocol" function is the invitation. The type of invitation depends on whether the event is to be formal or informal. However, all invitations should include the nature of the occasion, day, date, hour, place, and if necessary, the mode of dress. Formal invitations are used for official functions. If the event is unofficial, the host or hostess should decide the degree of formality desired. This chapter will guide the Air Force officer through the task of planning and preparing invitations.

To allow the guest enough time to arrange his or her personal calendar, extend invitations a minimum of two weeks in advance. This also gives the protocol staff enough time to react to declinations. On the other hand, don't extend them so far in advance that the guest is unable to determine whether his schedule will permit him to attend. Normally, three weeks is the earliest an invitation should be received.

Formal invitations to official luncheons, receptions, dinners, etc., should always be worded in third person. Formal invitations may be fully engraved, partially engraved, or handwritten on white or cream colored cards or paper, usually measuring 5 3/4 inches by 4 1/2 inches or, depending upon the text, 7 1/4 inches by 4 3/4 inches. The Air Force major command or unit insignia may be centered at the top. Officers could use the silver officers'

crest. For invitations issued by the President, Vice President, the Speaker, Deputy Secretary, a Governor, the Chief Justice, or a very senior military official, only the title of the host is used. If they are joint invitations, the wife's surname is added. Example:

The Vice President and Mrs. Adams
request the pleasure of the company of
etc.

In the foreign service, only an Ambassador, Minister, or Consul in charge of a post should use his or her title on invitations. Other officers use their full names.

The Ambassador of the United States of America
and Mrs. Ruxton
request the honor of the company of
etc.

If the person issuing the invitation is a member of Congress (with the exception of the Speaker of the House), he uses the title of Senator (or "Mr." if a member of the House) followed by his full name. If he is an officer of a department below the rank of Deputy Secretary and including Assistant Secretary level, the invitation would resemble this example:

Mr. Horace Taylor Brown
The Assistant Secretary of the Treasury
for Internal Affairs
requests the pleasure of the company of
etc.

The date and hour are always spelled out on the engraved invitation (only the day and month are capitalized). According to official Army protocol, the year is never used in an invitation. The same rule is followed by the Air Force.

Figures other than telephone numbers are seldom used on formal invitations. Telephone numbers engraved below the "R.S.V.P." on invitations or on

separate response cards are frequently used, particularly when time does not permit a written response.

"Regrets only" in the lower left corner is used when negative responses are required. However, "R.S.V.P." is used if the invitation is for a meal, and/or acknowledgement. Also, in place of an "R.S.V.P." a separate card may specify person (or office) and address to which replies are to be sent; or it may specify dress. Both of the response forms "R.S.V.P." and "Regrets Only" are correct; however, the first is preferred in official and diplomatic circles.

The only abbreviations used in a formal invitation are "Mr.", "Mrs.", "Dr.", and "R.S.V.P." (meaning "please reply"). The word "junior" is spelled out with a small "j" unless the name of the person issuing the invitation is a long one, in which case "Jr." is correct. (Every rule has an exception!)

Although the phrase, "request the pleasure of the company of" is used most frequently, the phrase, "request the honor of the company of" is the most appropriate choice on invitations issued by and to ambassadors and other high-ranking officials.

Dress. If no mention is made of dress, it is taken for granted that the attire is informal. Informal means a business suit for the men and cocktail dress or long skirt for the ladies.

Black Tie is the most widely accepted dress today and indicates dinner jacket or a dinner gown. "Black Tie" is for official dinners and evening affairs, but never for a daytime function.

White Tie or "Decorations" means full evening dress for military or civilian and is the most formal dress of all. "White Tie" is specified for formal evening entertainment, balls, dinners, dances, receptions, and for the

opera when the invitation reads "White Tie." It is never worn during daytime in the United States. Appropriate dress for the ladies is a long evening gown. If the gown is sleeveless, long (above the elbow length) gloves may be worn, or short gloves with a long sleeved gown. Gloves are worn while dancing or going through a receiving line but must be removed for drinking or dining. For the gentlemen, "White Tie" is referred to as "tails."

Getting back to the invitation itself, the location of the function appears centered on the last line of the invitation (after the time indication line). When a residence address is involved, the place is stated in the lower right corner. If the acceptance is to be sent to a different address, put that information under the R.S.V.P. in the lower left corner.

If the party is in honor of a distinguished visitor or other high ranking official, it is best to place the information in the first line of the invitation. Most people like to know the reason for a function because that may influence their response. Therefore, when there is a guest of honor, use the phrase "In honor of." This is the preferred method for distinguished persons. If the function is to meet new arrivals, use the phrase, "to meet" or to say good-bye use the phrase, "to bid farewell to." The White House uses the phrase, "on the occasion of." It's preferred when a large number of invitations are involved.

The invitation sent to a guest of honor only serves "to remind," so it shouldn't bear any indication of the purpose of the occasion.

Envelopes for all invitations should be handwritten in black ink and addressed in the full name of the husband and wife unless the guest is single.

Requesting an Invitation. Invitations should never be requested for oneself. However, if you receive an invitation to a function on the same

date you're expecting to have a house guest, it is proper to explain in your reply that you must regret because you will have a visitor in your home. Sometimes the hostess will invite your house guest as well, if it is convenient. But you shouldn't request an invitation for your house guest.

Engraved and Handwritten Invitations. Completely engraved invitations are preferred for special occasions especially if the quantity to be issued is large. Thermography is often used, just as it can be used with the calling cards, because it is much less expensive.

Semiengraved Invitations. Partially engraved cards are adaptable to any date or occasion, and sometimes referred to as "fill-in" invitations. These are correct for luncheons, teas, receptions, cocktail parties, brunches, buffet suppers, dinners, and dances. They are less expensive than the completely engraved card.

The information to be added or "filled in" is handwritten in black ink. If the reply is by telephone, the number is written directly beneath the R.S.V.P. (or a separate response card may be clipped to the invitation).

Handwritten Invitations. Formal invitations are written by hand on fine-grade white stationery or white correspondence cards using the wording or spacing of engraved invitations. Use handwritten invitations at the preference of the host or hostess or if the size of the party makes this more practical than purchasing engraved cards. Such invitations never appear on stationery with an address at the top. Small monograms, flag officer's insignia, officer's crest, etc. are used on handwritten invitations.

Function With More Than One Host and/or Hostess. An invitation to a party given by two or more couples should list the names of all the hosts with the name of the person at whose house the party is to be given listed first.

If one of the hosts is older or more distinguished than the other, his name is listed first even though the party is at the home of the other couple. If the party is to be at the officer's club, a hotel, or some other place, list the names either according to precedence or alphabetically.

The name and address of the person to whom replies should be sent is engraved beneath the R.S.V.P. However, a telephone number is substituted when time does not permit a written response. For those receiving invitations, it is courteous to send a written reply.

Telephone Invitations. There are some cases in which it is impossible to send formal invitations far in advance. If, for example, an official wishes to honor a foreign visitor whose stay in the city is only for a few days, he may extend invitations by telephone and hope that as many as possible will be able to attend. Usually a secretary or aide calls for the official. Be sure to include the necessary information such as name of host, type of function, date, time, place, any honored guests, and telephone number. If possible, follow up accepted invitations with a reminder card.

Reminder Cards. Reminder cards are confirmation invitations sent to a guest of honor and other guests who have accepted a telephone invitations. Mail reminder cards within twenty-four hours of the acceptance. Use a regular semiengraved invitation with "to remind" written in the upper left corner.

A visiting card with the hour and date and "to remind" written above the name may also be used as a reminder, especially for any kind of informal entertaining. The reminder card should not be acknowledged if the invitation has already been answered.

Informal Invitations. Informal invitations may be extended by telephone, a personal note, a calling card, or a message card. There are no set rules for wording an informal invitation. When extending hospitality, the hostess should be specific about the form of entertainment, but the wording may be as informal as desired. It's considered correct to use abbreviations and figures.

Replies to Invitation. You should send replies within 48 hours, preferably 24 hours, after you receive the invitation. The reply should be handwritten in the third person (unless the reply is to a relative or close friend--then it may be in first person). Write it on the first page of folded white or cream-colored note paper. Address envelopes by hand to the host and hostess (or to an aide or social secretary if that's indicated in the R.S.V.P.).

Acceptance. In acknowledging an invitation from the White House or from a foreign ambassador (who represents a Head of State), the phrase "we have the honor to accept" is a better choice than the usual "accept with pleasure." If there is a telephone number on the invitation, it is proper to accept the invitation by phone. The telephone acceptance is the most popular form especially in an environment where there are many social functions.

Regrets. If you're unable to attend the function to which you have been invited, send your regrets in writing on your personal stationery, using the same format as the invitation. The hour and date may be omitted. Send your reply within 24 hours of receipt of the invitation.

Chapter Five

DISTINGUISHED VISITORS AND ARRANGEMENTS

The protocol officer handles local arrangements for distinguished visitors (DV), whether military or civilian, domestic or foreign. AFR 900-6, Honors and Ceremonies Accorded Distinguished Persons, describes the honors and ceremonies to accorded distinguished persons at Air Force installations. This regulations stipulates the persons entitled to honors, states what honors will be accorded to and when, and explains where the ceremonies may be held.

The protocol officer (or an officer so designated) usually is a member of the receiving party and welcomes the DV upon arrival. Usually, most of the planning for a DV has been clearly defined and worked out by higher authority. The duty of the protocol officer is to carry out the plan. Unfortunately, an inexperienced planner may not foresee the unexpected or any number of troublesome problems that might arise.

All plans should be made with extreme care and should include even the most minute detail. The following items must be laid out very clearly: the exact names of those associated with the visit, their exact duties and schedules, and the methods of transportation and baggage handling for each individual.

To help alleviate unnecessary problems, you should:

- Ensure that all arrangements, including reservations for hotels and restaurants, are in writing. The protocol officer should also see that hotel rooms are in acceptable condition, including the heat, air conditioning, telephones, lights, drains (i.e., everything).

- Check the itinerary to see if special provisions (i.e., foods and beverages) for those of varying cultural and religious beliefs are required. For example, Moslems and Hebrews do not eat pork. Those of the Hindu and Buddhist faiths do not eat beef. Fish and fowl are acceptable almost universally.

- Ensure that dignitaries (especially foreign visitors), will be met and bade farewell by officers of equal rank, if possible. As a general rule, this requires that a general officer be present at the arrival and departure of a general officer on an official visit.

- Ensure that all drivers of the members official party are briefed regarding their schedules. Give them exact directions so they can work independently if they become separated from the other cars in the group. Dry run the desired route two days in advance of the arrival party. Ask for and expect full cooperation from Security Police (SP). Always have an alternate plan in mind in case the primary route is unavailable when needed.

- Allow the proper amount of time in the schedule for meetings, meals, calls, etc. Also be sure to set aside sufficient time for changes of clothes, coffee break, visits to shopping centers, occasional rest periods, and transportation. Build time into the schedule for boarding vehicles and baggage transfer.

- Prepare a DV folder with at least a map of the area, the itinerary for the visit, a list of room assignments, and a list of key telephone numbers.

- Provide billeting for the escort officer in the same building as the dignitary when possible; if not, make suitable transportation available to the escort.

- Give special attention to the transportation, dining, and recreational arrangements and needs of a dignitary's aide or aides. Foreign dignitaries usually travel with one or more aides from their own armed service. These individuals usually are officers of the highest caliber who will probably hold positions of authority in their countries in the future. They often form lasting impressions of the United States and its Air Force as well as the hospitality and treatment rendered.

- Give special attention to scheduling the itineraries of wives of guests, especially those of foreign guests. Determine their interests and make plans for sightseeing tours to scenic areas, historical sites, or the best of what the local area offers. Shopping trips are good options, provided there are stores that sell fine American-made products. Fashion shows also are popular. Of course, some of these things require significant coordination or pre-planning.

- Arrange a luncheon for the wife of a dignitary when the dignitary is to be given a stag luncheon. The wife's luncheon should be given by her American hostess or by the wife of another high ranking official. Not only should American official's wives attend, but the invitations should be extended to

local notable citizens, such as those of the same national origin as the guest and the wives of consular officials in the area.

- Teas may be hosted by one or several wives to honor the visitor and her companions.

The Escort Officer. The selection of the escort officer should not be based solely on the availability of a particular officer. Rather, choose an officer for this important duty very carefully and brief him or her on all facets of the schedule, problems that might arise, and methods to best solve potential problems.

The overall escort officer has charge of the entire visit or tour, but it's advisable to appoint a local escort officer who is familiar with the local installation or activity the dignitary is to visit. A written and oral briefing is given to the overall escort officer who will accompany the foreign dignitary throughout the entire tour. Briefings include these points:

- The uniform requirements of each planned event. In addition, remind escorts that they must be in the correct uniform for each event.

- If changes are made in the schedule of events, the local escort officer must notify the overall escort officers of these changes. Should the visiting dignitary have any special desires or requests, the overall escort officer should be aware of them.

- Both escort and protocol officers should know where the short notice dry cleaners are in the event of any mishaps so they can take care of any dry cleaning the dignitary may require.

- In the event of an emergency, the escort must have the necessary reference material. Some of the emergencies that might arise include messing, transportation, medical needs, etc.

- The headquarters escort officer must be aware of the toasts that will be made at formal luncheons and dinners and of the appropriate responses. Also, if the dignitary desires to make any speeches or have a press interview, the overall officer must be apprised of these.

- Arrange to have a female escort for a foreign dignitary's wife. When selecting this escort, consider her age, language capabilities, and position. The capabilities of the escort often prove to be very valuable to the guest.

- Meet the distinguished visitor upon arrival.
- If there is no planned entertainment, the local escort officer should arrange for private entertainment.
- The bill, payment, and checkout should be arranged with the billeting office. For additional references, see bibliography page.

Entertaining Foreign Dignitaries. When you plan entertainment for foreign dignitaries, try to take advantage of the most distinctive positive aspects of the local area. This gives the guest wider exposure to the many forms of entertainment available in America. Special restaurants, museums, concerts, recreational areas, and shows vary from locality to locality; and if you have something unique and tasteful in your area, show it off. Regarding dinners, make sure persons of equal rank to the visitor attend, but also try to include foreigners or other guests of the same national or ethnic background as the dignitary.

Honors and Ceremonies Accorded Very Important Personages. Honors in the Air Force normally consist of Ruffles and Flourishes and appropriate band music. For a listing of these honors for military and national dignitaries, see Appendix A (Table of Honor).

The following paragraph briefly describes an honors ceremony accorded to a DV who is arriving by plane at an AF base.

Formation. The honor formation consists of:

1. Honor flight commander
2. National flight commander
3. Color
4. Honor flight as prescribed
5. Band, if available; recorded music of the Air Force Band is appropriate.

6. Additional flights in line (with band, if available).

Members of the honor formation should be selected for their alertness, dress, and military bearing. It is important that the members of the honors flight be arranged according to size. Ribbons denoting decorations and awards will be worn. Uniform will be service dress uniform with white-covered service cap and (except for band members) white gloves. Honor flight members should wear special issue white aiguillettes and white scarves when they are available. Color bearers' slings will be of white material. Color guards will be the only members of the honor formation that will be armed; they will carry pistols in holsters. Pistol butts and lanyards will be white.

Where appropriate, local civilian officials may be invited to join the installation commander in welcoming the distinguished visitor.

Chapter Six

CALLING CARDS AND USAGE

Even though the practice of making formal calls has declined since World War II, calling cards are still useful in many situations and virtually indispensable in military and diplomatic circles. Officers should know how to select calling cards and also be aware of the various formats and uses of calling cards.

Selection. Engraved calling cards are considered "good taste"; however, cards produced by a less expensive process called thermography are acceptable. It is wise and often economically advantageous to patronize only the finest engravers. They will be able to advise their customers on the socially correct forms, use of titles, and lettering styles. The card should be engraved with black ink on excellent quality card stock (usually white or cream in color). Script lettering is the most popular lettering, although some prefer the shaded antique roman or shaded roman.

Format. Calling cards can vary somewhat in format depending on one's rank and branch of service. The full name is used, without abbreviations except for the suffix "Jr." which may be used instead of the preferred "Junior" in cases where the name is unusually long or preceded by a lengthy title. The Roman numerals II, III, and IV, identifying a younger man who has the same name as an older relative, also follow a man's name on his card. A comma is always used between the surname and suffix. Initials are not used except when an individual has special reason for doing so.

Army, Marine Corps, and Air Force officers, both men and women, in the rank of major and above may precede their name with their rank in the center of the card. However, officers of lesser rank should have their names engraved across the center of the card and their rank and branch of service in the lower right corner. Officers of higher rank may use this latter style as well if they so desire. When the rank precedes the name, the branch of service is engraved alone in the lower right corner. If the officer is retired from the regular service and continues to use a military title, the word "retired" should be engraved in the lower right corner of the card beneath the service designation.

The size of calling cards varies somewhat according to length of name and title, but the preferred measurements are:

Military Service and Officer	Length x Height (in inches)
<u>Army</u>	
Men and women officers	3 1/8 x 1 5/8
Joint card for married couples	3 1/2 x 2 1/2
<u>Navy</u>	
Men officers	3 1/8 x 1 5/8
Women officers	2 7/8 x 2
Joint card for married couples	3 1/2 x 2 1/2
<u>Marine Corps</u>	
Men officers	3 1/2 x 1 3/4
Women officers	3 3/8 x 2 1/4
Joint card for married couples	3 1/2 x 2 1/2
<u>Air Force</u>	
Men and women officers	2 7/8 x 1 1/2
Joint card for married couples	3 1/4 x 2 1/4

Along with the purchase of the cards, a supply of envelopes appropriate to the size of the card and conforming with post office regulations is a wise investment. The purchase of calling cards is a personal expense. They are

not furnished by the government, nor is their cost chargeable to the government. No appropriated or nonappropriated funds, government printing plants, or duplicating facilities may be used to purchase or produce them.

Uses. Calling cards serve many purposes other than simply to signify a call. They may be sent with flowers or gifts, as informal invitations to parties of any type, as reminders, or as bearers of messages of condolence, congratulations, or other brief messages. They may also be sent with letters of introduction and for responding with acceptance or regrets to informal social invitations.

Certain initials (always written in lower case letters) in the lower left corner of the card are sometimes used by U.S. military officers to convey a particular message in French. However, this practice isn't widespread. It seems to be used only for very formal situations. The abbreviations and meanings follow:

1. p.p. (pour presenter): to present, to introduce; cards are often used to introduce one mutual friend to another. The recipient of this type card is expected to promptly send cards or call on the person so introduced.
2. p.f. (pour feliciter): to congratulate; used for national holidays and other special occasions.
3. p.c. (pour condoler): to condole.
4. p.r. (pour remercier): to thank for a gift, a courtesy received, a message of congratulations, etc.
5. p.p.c. (pour prendre conge): to take leave, to say good-bye; is used on a card by the individual who is departing from the community.
6. p.f.n.a. (pour felicites nouvel an): Happy New Year; to extend greetings at the new year.
7. p.m. (pour memoire): to remind.

Leaving Cards. A man should leave a card for another man and one for the wife. An additional card is left for other ladies over eighteen years of age (such as a mother, sister, unmarried daughter) in the same household. In no case are more than three cards left at one place. A woman leaves a card for each lady of the house over eighteen, but never for a man. On the contrary, a woman officer does call on and leave a card for a man if he is the official to whom a call is required. For example, Major Patricia Proticall would leave a card for Colonel Weeb E. De Boss if Col De Boss were the base commander.

If the officer called on has an aide and/or housekeeper, the officer making the call hands the cards to the aide or housekeeper. However, if the officer being called on has neither aide nor housekeeper, the cards are left on the tray (which would be provided) near the door. The calling officer may leave the cards either when he enters or leaves the residence. If the officer being called on is not home, the cards may be slipped under the door, placed in the mailbox, or left with the older children at the residence. At that point, the call is considered "made." But new officers who have not met the family of the commander should make the call again.

Chapter Seven

FLAG ETIQUETTE

All military officers should be aware of the courtesies are owed to the National Flag and the National Anthem. Because of the significance of the United States Flag, it is not to be used in the following ways:

1. The Flag is not to be dipped to any person or thing. Military organizational flags and state flags are dipped as a mark of honor.
2. The Flag is not to be displayed with the union down except as a signal of distress in instances of extreme danger to life or property.
3. The Flag is never permitted to touch anything beneath it, such as the ground, the floor, or water.
4. The Flag should not be carried flat. The Flag should always be carried aloft.
5. The Flag will never be used as a drapery, as an article of clothing, or as a covering for furniture or automobiles.
6. No lettering of any kind should be placed on the Flag.
7. The Flag will not be used for any type of advertising.
8. The Flag is not to be used as a covering for a monument or statue.
9. The Flag should never be used as a receptacle for holding or carrying anything.

You'll find prohibitions as well as other guidelines noted in this chapter.

The Air Force follows a number of additional rules on Flag display.

These are summarized below.

Normally the Flag is displayed from sunrise to sunset, but when a patriotic effect is desired and the flag is properly illuminated during the hours

of darkness, it may be flown round the clock. Each installation is limited to one illuminated flagstaff.

Mourning is observed by flying the United States Flag at half-staff. Before it is flown in this manner, it is first raised to the peak and then lowered to the half-staff position. It is raised to the peak, as well, before it is lowered for the day. Flags carried by troops are never carried at half-staff. On Memorial Day, the Flag is displayed at half-staff until noon only, then raised to the top of the staff.

The Flag may be flown at half-staff on the order of the President due to the death of principal figures of the United States Government and the Governor of a State or Territory. Appendix A is a table listing the persons entitled to this honor.

Again, when the President directs, the Flag is flown at half-staff at Air Force installations, whether or not the flag of another nation is flown at its peak alongside the United States Flag. At no other time is the United States Flag flown lower than other flags at the same location.

According to AFR 900-3, the following applies when the Flag is carried for ceremonies: The Flag is carried on all occasions of ceremony in which two or more squadrons participate representing a group, wing, air division, numbered air force, MAJCOM, or the Department of the Air Force. During the occasion the Flag is carried by the color guard. From the color guard's perspective and from the right to left in line, the United States Flag is first, then the Air Force Flag, and then the individual flag or flags. When carried by troops, Air Force flags correspond to the size of the United States Flag.

Decorative Displays

1. When the Flag is on a staff, the union of the flag is placed at the peak unless the flag is at half staff.
2. When the Flag is suspended from a building to another support, the union is hoisted out first and stays away from the building.
3. When the Flag is hung over the middle of the street, it is suspended vertically with the union to the north on a principally east and west street or to the east on a principally north and south street.
4. When used on a speaker's platform, if the Flag is displayed flat, it should be above and behind the speaker. When displayed from a staff in church, or in an auditorium, the Flag is positioned in front of the audience. It is placed at the right side of the speaker as he/she faces the audience. Other flags on display are positioned to the left side of the speaker.
5. When displayed on aircraft or vehicles, the union always is toward the front with stripes trailing.
6. When the Flag is used to cover a casket, the union should be placed at the head and over the left shoulder.
7. When displaying flags from two or more nations, they are to be flown from separate staffs at equal height. International usage forbids the display of the flag of one nation above that of another nation in time of peace.
8. When the United States Flag is displayed in the center of a group of other state and city flags, it is at the highest point in the group. If it is desired the flags all be flown at the same level, the United States Flag is given the position of honor, which is at the flag's own right or the observer's left.
9. In a procession with another flag or flags, the United States Flag is either on the marching right, or if there is a line of other flags, in front of the center of the line.
10. When the United States Flag is lowered from the staff, no portion of it is allowed to touch the ground either in lowering or folding.

The same respect is in order for the National Anthem.

Indoors. At public or military events, members of the military are required to stand at attention during the playing of the National Anthem

whether in uniform or not. Face the flag (if visible) or the music (if the flag is not visible), but do not salute unless you are covered or bearing arms.

Outdoors. In uniform, render a military salute. In civilian clothes, it is customary to stand at attention and place your right hand over your heart. Men in civilian clothing should remove whatever headgear they're wearing. When attending public events, stand at attention and render the appropriate salute during the playing of the National Anthem.

The U.S. Flags. These types and sizes of flags are authorized for use by the Air Force according to AFR 900-3:

1. Base. The flag is lightweight nylon bunting material, 8 x 17 feet. This is flown only in fair weather.
2. All-purpose flag. This flag is lightweight nylon bunting material, 5' x 9' 6" or rayon bunting material 3 x 4 feet. The flag which is 5' x 9' 6" is used as an interment flag and an alternate during bad weather. The flag which is 3 x 4 feet is used for outdoor display with flags of friendly foreign nations in arrival ceremonies for foreign dignitaries.
3. Ceremonial flag. The flag is rayon or synthetic substitute material, 4'4" x 5'6", trimmed on three edges with a rayon fringe 2 1/2 inches wide.
4. Organizational. This flag is rayon or synthetic substitute material, 3 x 4 feet, trimmed on three edges with rayon fringe 2 1/2 inches wide.
5. Boat. The flag is bunting material, without fringe, 2.37 x 4 1/2 feet.

The Air Force Flag is basically ultramarine blue in color. In the center is the Air Force Coat of Arms, which is encircled by stars and identifying scroll.

Flags for Military Funerals. If a person dies while on active duty, the Air Force furnishes the flag to drape the coffin. If a veteran dies, the Veteran's Administration provides the flag which may be obtained from the local post office. The flag will be presented to the next of kin at the

appropriate time during the service. If there is no next of kin, the flag may be presented to a close friend upon request.

Retreat. The retreat ceremony serves two purposes; first, it signals the end of the official duty day and second, the ceremony pays respect to the flag. The time for this ceremony is usually designated by the base commander. Traditionally, the bugle call, "Retreat," is sounded and is followed by the playing of either the National Anthem or "To the Colors." Everyone must stop whatever they are doing if they are outside and face the flag. During the bugle sound stand at parade rest, then come to attention and salute during the National Anthem or "To the Colors." If one is driving along in a car, the proper action is to stop and sit quietly until the music ends. Passengers in the car are expected to do the same.

Display of Flags at Military Receptions and Dinners. At military receptions and dinners, where there is a receiving line, especially when general officers are present, the custom is to display appropriate national colors and distinguished flags in the "flag line." Guidelines are as follows:

- The flag line is centered behind either the receiving line or the head table.

- When flags are in a row behind the head table or receiving line, they are arranged in order of precedence. The United States Flag is positioned on the right, regardless of the order of location of individuals in the receiving line.

Order of precedence of flags:

- The United States Flag.

- Foreign national flags. Usually these are arranged in alphabetical order (English alphabet).

- United States President's Flag.

- State Flags. Usually these are arranged in order of their admittance to the union but they may also be arranged in alphabetical order. Displayed

after the State flags are the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Trust Territory of the Pacific Islands, and the Virgin Islands, in that order.

- Military organizational flags in order of precedence or echelon.
- Personal flags in order of rank.

Foreign Flags. Render the same respect to the flag and national anthem of any other country as to the United States flag and anthem. This applies both at home and abroad.

Further guidelines and regulations concerning individual flags, automobile flags, aircraft flags, and automobile plates are listed in AFR 900-3.

Chapter Eight

CEREMONIES

Introduction

We hold ceremonies to accomplish one or more of the following purposes: to honor distinguished persons or observe national holidays, to accord distinctive honors to individuals on special occasions, to promote teamwork within an organization, or to display proficiency and state of training of the troops. There are numerous ceremonial functions which may involve Air Force officers during their careers. This section describes some of the key ceremonies for which an Air Force officer may be assigned planning responsibilities.

Retirement Ceremonies

One of the oldest and most tradition rich ceremonies is that which honors members as they retire from long and honorable careers in the service of their country. The individual who is retiring should be consulted as to whether he or she desires a formal ceremony. If not, then the Certificate of Retirement, spouses letter of recognition, retired lapel button, and any decorations should be presented at an appropriate informal ceremony. If the individual desires or requests a formal ceremony, the formal parade or retreat formation is especially fitting. Whether the ceremony is formal or informal, relatives, friends, and co-workers should be encouraged to attend. Also, the commander

should see that the base newspaper publishes a monthly list of all retirees. The retirement certificate should never be mailed to the retiree unless he or she specifically requests it. If the person is simply unable to attend the ceremony, his or her commander should present all items of recognition personally at a mutually convenient time. If the retiring member is to be recommended for decoration, send in the recommendation far enough in advance so that it may be presented at the retirement ceremony if it's approved. The recommendation must reach the approving headquarters at least 60 days before the date of the member's retirement. If the member is to receive an award or decoration, it must be presented prior to the actual retirement. Retiring members who will not receive awards may want to have their ceremony separate from those who will. Remember, to the retiree, the retirement ceremony is the signal event of his or her career. Do everything within your power to create the most favorable impression and to avoid offending the retiree or leaving an unfavorable impression. Here is a checklist to assist you in the planning of the retirement ceremony:

1. Determine the type of ceremony. Set the date, time, place, and uniform for participants.
2. Determine status of award recommendations; make sure all award elements as well as the retirement certificate are available.
3. Make note of the ceremony date and time on the commander's or the officiating officer's calendar and tell him or her of details.
4. Prepare autobiographical remarks for commander's use on a 5" x 8" card.
5. Reserve the room or other location for the ceremony.
6. Announce the ceremony well in advance.
7. Find out who and how many personal guests the retiree will invite and arrange seating.

8. Arrange for a photographer.
9. Arrange for a particular person to be in charge of bringing all elements to the ceremony.
10. Insure a public address system is available and working.
11. Make sure flight line "quiet time" is scheduled if required.
12. Prepare a printed program as appropriate.
13. Determine requirements for flowers and arrange details as necessary.

Awards and Decorations Ceremonies

Unit awards and individual decorations afford the commander a means of prompt public recognition of acts of exceptional bravery, outstanding achievement, and/or meritorious service performed by individuals or units. Presentation of the award/decoration should be in a timely manner (not more than 30 days after approval or the individual's arrival on station). Commanders should make sure appropriate ceremonies are arranged. Whenever possible, the commander should present awards and decorations personally.

The presentation of an award to the unit affords an excellent opportunity to enhance command and community relations. Therefore, it's a good idea to coordinate the ceremony with the Public Affairs office which should arrange for adequate public relations and publicity planning and coverage of the event. At a minimum this should include photographing the event and submitting an article to the local or base paper detailing the event.

The actual ceremony can range from presentations made at a formal parade to little more than reading the citation and presenting the decoration in an office or conference room. Commander's Call is an ideal place for an awards ceremony in that it recognizes the recipient amongst his or her peers. The recognition rendered is important to the recipient and family members should

always be invited and encouraged to attend the ceremony.

Change of Command

When there is a change in command, there also is a traditional ceremony to accompany this important military occasion. Here are some things to consider if you're appointed project officer:

Arrangements. The date and time of the ceremony is set by the outgoing commander but should be with the concurrence of the new commander and immediate superiors. When it is practical, the change of command should take place at a parade or other appropriate ceremony. As with setting the time and date, the outgoing commander also determines the magnitude of the ceremony and is responsible for all arrangements. As a rule, a change of command is not scheduled for a Saturday, Sunday, or national holiday.

General Sequence of Events. Here's a virtually "foolproof" order of events for a change of command ceremony.

- Formation of the troops.
- Presentation of troops and honors to the senior commander, when participating, and to the former commander.
- Inspection of troops (if desired).
- Presentation of decorations and awards (as applicable).
- Formal change of command.
- March in review.

Invitations. Preparing and mailing invitations is the responsibility of the outgoing commander. He or she is also responsible for ensuring that invitations are sent to the "official family" which includes Commanders, Chiefs of Staff, Senior Staff, etc., of all local units and activities as well as higher headquarters. The relief officer should have his/her guest list

mailed in ample time (two to three weeks) and the officer being relieved should screen this list to avoid duplication.

Change of Command Operations Plan (OPLAN). Prior to the ceremony, issue a change of command OPLAN. This OPLAN should have, as a minimum, the following:

- Schedule of events (fair weather).
- Diagram of ceremonial area (fair weather).
- Schedule of events (inclement weather).
- Diagram of ceremonial area (inclement weather).
- Detailed list of services and equipment required or desired.

Programs. Printed programs can be very helpful to guests at the ceremony. Make sure to allow plenty of time to prepare and publish them. Consider including these things in the program:

- Command insignia, and/or a good picture of the unit's principle weapon system.
- Schedule of events for the ceremony.
- Brief biographies and photographs of both the outgoing and incoming commanders.
- List of previous commanders and dates of command.

Reviewing Officer. The reviewing officer should be invited to participate at least three weeks in advance. A written invitation to the senior participant and guest speaker(s) is appropriate, but it's also a good idea to check on senior officer availability by phone first.

Rehearsal. A particularly complicated change of command ceremony almost always necessitates a full "dress rehearsal" at least five working days prior to the event. This is, of course, to allow enough time to work out any problems or awkward situations that might otherwise come up on the day.

Actual Sequence of Events. At a parade ceremony not attended by the commander of a higher echelon, the order directing the change of command is read after the presentations of decorations and awards, if scheduled. Otherwise, the order is read after the National Anthem in the normal review sequence. After the reading of the order, the former and new commanders, who have been standing together with the former commander on the right, face each other and salute. The new commander says aloud, "Sir (or Ma'am, as applicable), I assume command." They both face the troops. The commander of troops then causes the formation to be brought to present arms and presents the command to the new commander, who directs the march in review. Either the new commander or the former commander may take one step forward to accept the pass in review, but this should be worked out in advance.

The flag bearers may change positions at the same time and in the same manner as their respective commanders. When the former and new commanders are both general officers, the flag of the former commander is furled and cased, and the flag of the new commander is uncased and unfurled at the moment one relinquishes, and the other assumes command.

Necessary Materials. You'll need most or all of the following items for a successful change of command ceremony. The project officer might want to make them part of an overall checklist.

- Narration script
- Change of command and retirement orders
- Decorations as (required)
- Decoration pillow
- Flags, bases
- Reserved seating tags

- Printed programs
- Retirement certificates (as applicable)
- Other specialized materials, as required
- Presentation roses for spouse (as appropriate)
- Audio equipment

Chapter Nine

SOCIAL FUNCTIONS--RECEPTIONS AND OTHER PARTIES

A reception is one popular form of official entertaining. Receptions may vary widely in their degree of formality and the number of guests to be invited. For example, a reception could be a very formal function given by an Ambassador at ten o'clock in the evening in honor of a Chief of State. Or it could be a less formal affair held from six to eight o'clock in the evening, usually in honor of a visiting official or in celebration of some event. A reception is somewhat more formal than a cocktail party and there is always a receiving line.

Before any military social function, it is the duty of the protocol officer to plan the reception. Here's a list of points to consider:

- Has the correct wording been chosen for the invitations?
- Is the date selected for the affair suitable for those involved?
- Will the site chosen for the reception accomodate all the guests who are invited?
- What is the appropriate dress for the reception?.
- Have arrangements been made for appropriate and adequate food and drink?
- If there are to be musicians, have the arrangements been finalized?
- Have the floral decorations been arranged?
- Has there been a consultation with the photographer who is to be present?
- Has the host for the affair been decided upon?

- Is there to be a guest of honor?

- Are the individuals who'll be in the receiving line aware of their duties?

- Are there to be any speeches or presentations during the evening?

You should be ready and available to answer any calls you may receive concerning the reception. If you aren't certain of particular details, the commander's wife would be a good source of information.

Receiving Line. The receiving line should be formed in the reception hall (usually near the entrance) shortly before the reception is scheduled to begin. Arrange the individuals in the receiving line according to the rules of precedence.

The protocol officer or aide heads up the line; however, he/she is not actually a part of the line--he/she merely serves as an announcer. The first person in the actual receiving line is the commander or the host followed by his/her spouse. The most important guest of honor is third, then come the other honored guests according to their rank. The deputy commander and his/her spouse is next in line followed by the chief of staff and his/her spouse. One final thought, the protocol officer should not shake hands with the guests since he or she is not a member of the receiving line.

Going Through the Receiving Line. In the Air Force, the man precedes the lady through the receiving line. However, these rules do not apply in the Army and the Navy. The protocol officer serves as the announcer and states the name of the persons going through the line to the host and hostess. The guest then briefly greets the host and hostess and continues through the line. The guests simply smile, shake hands, and say something brief, e.g., "Good evening." It may also be necessary for guests to repeat their names for

other members of the receiving line. It's inappropriate to have an extended conversation with anyone in the receiving line.

Flag Arrangement Behind the Receiving Line. The US Flag always precedes any other flag. If a foreign dignitary is being honored, his country's flag will be next, then the US department flag followed by the general's flag at the end.

Chapter Ten

TABLE SEATING AND ARRANGEMENTS

When a formal luncheon or banquet is held to entertain government officials, foreign dignitaries, and other distinguished people, assigned seating is a must. The basic rules of precedence should be followed. Precedence based on official position or military rank should be the determining factor for seating arrangements at all official functions. This section addresses several key rules that govern seating. Some of the basic rules are as follows:

1. At official dinners, guests should be seated according to the rules of protocol. For an unofficial dinner, the host decides the seating arrangement with attention to the congeniality of dinner partners. The seating of unofficial guests at an official dinner depends on factors such as age, mutual interest, etc.

2. The ranking man sits at the right of the hostess and his wife will be seated at the right of the host. The second ranking man is seated to the left of the hostess and the second ranking woman is seated to the host's left. The third ranking woman sits at the right of the man of highest rank, the fourth woman is at the left of the man of second rank. Under this arrangement a hostess may find that a man would be seated alongside his wife, and since this is not correct protocol, the wife is moved. On the other hand, unmarried couples are seated together.

3. Women are seated according to the rank of their husbands unless they are officers or hold official positions of higher rank than their husbands.

4. Guests should never face the wall.

5. Avoid having women seated at the end of tables.

6. Once the guest of honor and ranking officials have been placed, nonranking guests may be seated between those of official rank.

7. At a mixed affair, an even number of guest couples allows a standard arrangement. When there are 6, 10, 14, or 18, etc., people seated at a table, the host and hostess sit at opposite ends of the table, with the lady guest of honor at the right of the host and the second ranking lady at his left. The same rule applies at the hostess's end of the table: seat the male guest of honor to right of the hostess, the second ranking male at her left. Continue this pattern, alternating man and woman, in descending rank toward the center of the table.

8. Any multiples of four, such as 8, 12, 16, etc., mean that the host and hostess cannot sit opposite each other without having to place two people of the same sex together. To avoid this, the hostess may give up her position at the end of the table and move one seat to the left, which places the male guest of honor opposite the host.

Mixed Dinner with Bachelor Host or Hostess. If the host is unmarried or is entertaining in the absence of his wife, he may ask one of the women guests to act as hostess. Another option is to ask the ranking man to be co-host.

Using U-shaped and Horseshoe Tables with Mixed Dinners. Often the U-shaped and horseshoe tables are used at large official ceremonial functions. The host and hostess may be seated beside one another when this is the case.

Setting the Table. An important rule to follow for setting a table is to avoid overcrowding. Allow at least 24 inches of table space for each person. The formal dinner table should be covered with a white tablecloth laid over a silence pad on the table top. The tablecloth should never overhang the table by more than 18 inches nor less than 12 inches, unless it is intended to be floor length. The officers' club manager or a staff member can help with the various ways to fold napkins.

Silverware Placement. Silverware should be placed on the table in the order of its use, starting from the outside and working toward the plate. There are some basic rules for placing silver.

1. The silver, napkins, and plate are lined up approximately one inch from the edge of the table.

2. Forks are placed at the left of the plate, except the seafood fork which is placed at the right of the spoon, tines up.

3. Never place more than three forks on the table at any one time.

4. Knives and spoons are at the right of the plate with the blade of the knife facing in toward the plate.

5. Spoons for tea and coffee are placed on the saucer at the right of the handles before service.

6. Dessert spoons and/or forks are usually brought in on the dessert plate with the spoon at the right and the fork at the left of the plate.

7. The iced beverage spoon may be placed on the table at the right of the soup spoon or it may be laid above the plate with the handle of the spoon at the right.

8. The individual butter knife is usually placed across the top of the butter plate parallel with the edge of the table.

A china service consists of plates for breakfast, lunch, dinner, coffee and tea cups, serving dishes, and various sized plates for other purposes. The large flat plates are called dinner plates and are used for the main course. A smaller plate is used for a luncheon, and a plate smaller still may be used for dessert or salad. Various size plates are needed for butter, fruit, etc., and cups or bowls for soup.

"Place plates" are the plates that are pre-set on a formal or semi-formal table when the guests sit down. No food is actually served on place plates.

Place Cards. Place cards must be used to indicate seating at formal social functions and they can also be used at informal social functions. To avoid any embarrassment to the host and guests, it is very important to prepare place cards very carefully.

The place cards must be handwritten in black ink. Fully spell out the title and last name of the guest. When the military title has two words, e.g., lieutenant colonel, use the conversational title, i.e., colonel.

For designated senior officials, omit the name and use only the title.
For example, "The Secretary of Defense" is correct.

Chapter Eleven

DINING-IN

Introduction

The Dining-In and Dining-Out are among the most formal events in Air Force social life. The Dining-In is the traditional form, and the term will be used throughout this chapter. However, most of the information applies equally to the Dining-Out. The Dining-In is a formal dinner for the officers of a wing, unit, or other organization. Although a Dining-In is traditionally a wing or squadron function, attendance by other smaller units may be appropriate. The Dining-Out is a relatively new custom which includes spouses and guests. It is similar in almost all other respects to a Dining-In. The Dining-Out is becoming increasingly popular with officers and enlisted members alike.

The primary purpose of the Dining-In is to enhance the morale and esprit de corps of an Air Force unit. A Dining-In should have a theme around which to build the decorations and ceremonies. The Air Force Dining-In custom probably began in the 1930's with the late General H. H. "Hap" Arnold's "wing dings." The close bonds enjoyed by the U.S. Army Air Corps officers and their British colleagues of the Royal Air Force during World War II surely added to the American involvement in the Dining-In custom. The Dining-In has a rich tradition that lives today. The Dining-In gives members the chance to see how ceremony, custom, and tradition build or enhance these qualities.

The Dining-In is also an appropriate setting for recognizing individual or unit awards and achievements. It's also important to young officers because it helps cultivate a spirit of loyalty, pride, and enthusiasm. It also gives commanders an opportunity to meet socially with their officers and gives officers of all grades an atmosphere of good fellowship and camaradeire in which they can create and enhance the bonds of friendship and better working relations. Among the most important measures of the success of a Dining-In are that members enjoy the evening and that the ceremonies are done in a tasteful, dignified manner.

Attendance. Traditionally, attending a Dining-In was mandatory. Many commanders still consider this function a mandatory formation. The decision as to whether unit members' attendance at a Dining-In is voluntary or mandatory appropriately rests with the commander.

Dress. Officers wear the mess dress uniform. Civilian guests usually wear semiformal wear, but business attire may be acceptable. The proper dress for civilians should be clearly stated in the invitation. Retired officers may wear the mess dress or appropriate civilian attire. For an enlisted Dining-In or Dining-Out, the mess dress uniform or the semiformal dress uniform is appropriate.

Guest Speaker. The speaker is expected to give an interesting address on an appropriate subject. Contact the proposed guest speaker well in advance to check on availability to advise him or her of what to expect and what is expected. Follow the initial informal contact with a letter of invitation signed by the commander. Make arrangements for billeting and the other requirements of the speaker and other invited guests.

Rules and Protocol. Each member of the mess should arrive in the lounge no later than ten minutes after the opening time of the social hour to meet the guests before going in to dinner. When the signal is given (usually the playing of dinner chimes), the members enter the dining room and stand behind their chairs. It's improper to bring drinks to the table from the lounge area. There is no smoking from the time the members enter the dining room until the president of the mess table states "The smoking lamp is lit." The guest of honor and the president of the mess are the last to join the head table. The president formally opens the mess and continues according to the agenda. The president asks the chaplain to give the invocation and then proceeds with welcoming remarks, which set the tone for the formal part of the agenda. The president remains standing while speaking, but asks the other members of the mess to be seated (after the toast to the Chief of Staff has been given). The president also introduces members of the head table. Most often, he asks the Mr/Madam Vice to introduce other guests.

If there is an informal portion of the Dining-In, there should be a distinct break between the formal and informal portions. This can be readily accomplished by having the mess adjourn to the lounge following the formal portion. The dining room can then be cleared and prepared for the informal activities. Each time the mess is adjourned, members stand behind their chairs until the people at the head table have left the dining room. When the mess is reassembled, members remain standing until members of the head table have returned and are seated. Members do not leave the mess before it is adjourned unless properly excused by the president.

At any time after the toast to the Chief of Staff, any member of the mess may ask to be recognized for any appropriate reason. During the evening of

the Dining-In, members should try to pay their respects to the guest of honor. After the formal portion of the mess is adjourned, members should remain at the dining-in until the guest of honor and the president of the mess have departed. Some unobtrusive signal, such as casing of the unit flag, would be an appropriate means of notifying members that the evening's activities are over. Per custom, Mr/Madam Vice should be the last member of the mess to leave.

Duties of the President of the Mess

- Oversee the entire organization and operation of the Dining-In.
- Secure an appropriate speaker, set the date, and determine the location. See that the invitation to the guest speaker, including a description of the audience, the occasion, some suggested topic areas is prepared and sent.
- Arrange for a chaplain to give the invocation.
- Appoint any or all of the following project officers from the hosting activity:
 - Arrangements Officer
 - Mess Officer
 - Protocol Officer
 - Escort Officer
- Appoint Mr./Madam Vice. The person should be junior in rank, selected for wit and ability to speak.
- Greet all guests before dinner is served.
- Prepare an agenda and ensure all items are covered.

Duties of the Arrangements Officer

- Publish a detailed agenda and prepare a recommended guest list if the commander/president of the mess has not already determined a guest list.
- Prepare arrangements and name cards.
- Arrange for a suitable public address system.
- Place gavel and board at the president's place at the table.

- Provide a lighted podium with a microphone for the convenience of the guest speaker and the chaplain.
- Place dinner chimes at Mr/Madam Vice's location.
- Arrange for a photographer if pictures are desired.
- Ensure that hat/coat checker is available.

Duties of the Mess Officer

- Reserve dining room and prepare a suitable menu.
- Arrange convenient lounge facilities and adequate service for everyone. Ensure adequate bar facilities are available.
- Coordinate timing of the food courses according to the president's instructions.
- Arrange for payment of mess charges.
- Arrange for the preparation of alcoholic and non-alcoholic grog bowl (optional).

Duties of the Event Protocol Officer

- Send formal invitations to all guests at least three weeks, and preferably four weeks, prior to the event.
- Assist the arrangements and escort officers (see below), especially in determining the seating arrangements for the head table.
- Brief the escort officers on specific protocol requirements relating to the guests.
- Prior to the event, furnish biographical sketches of guests to the president, Mr/Madam Vice, and others who may need them. The following Privacy Act Statement will be provided to any personnel from whom biographical information is solicited: Authority 10 USC 8012: Principal Purposes: Biography will be used to inform the members of the mess of the background of the guest speaker. Routine Uses: Biography will be printed on agenda for Dining-In and distributed to members of the mess. Disclosure: Voluntary. Nondisclosure would mean no biographical information available to the mess.
- Assist escort officers as required.
- After the Dining-In prepare follow-up correspondence (for the president's signature) to the guest of honor and others who rendered service.

Duties of the Escort Officer

- If the guest is from out of town, meet at initial arrival point. Transportation and accommodations required during the stay should be pre-arranged..
- Brief the guest on customs of the mess, such as when to rise during toasts, proper dress, time, place, agenda, other guest, and composition of the audience. Cover only those items that are necessary. Don't insult the guest's intelligence.
- Ensure that a proper reception place has been arranged.
- Ensure that the guest is properly introduced to the president of the mess, other guests, and as many members of the mess as possible.
- Ensure that the guest is always in the company of several other members of the mess.
- Brief the guest on specific seating and physical arrangements of the dining room.
- Upon the guest's departure, escort to point of departure and bid farewell on behalf of the entire mess.

Duties of the Mr/Madam Vice

- Open the lounge at the appointed time.
- Ring the dinner chimes at the appropriate time.
- Prepare and propose appropriate toasts as directed by the president of the mess.
- Be prepared to react to any contingency at the direction of the president, for example, introducing guests of the mess not seated at the head table.
- Be the last person to leave the mess.

Duties of the Command Protocol Officer

- Provide assistance necessary to the people listed above. (Questions concerning transportation, accommodations, meal arrangements, head table seating, toasts, place cards, etc., can usually be answered by the local command Chief of Protocol).

Toasts

A toast expresses good will toward others on a social occasion. This form of verbal greeting is rendered to the guest of honor by the officers who are hosting and participating in the affair.

In the 16th century, it became the custom in England to add toasted bread to drinks. From this custom, the term "toast" came to be applied to a drink of honor proposed to some person during the course of a meal. Today, the toasts usually are proposed at the end of the dessert course. The toast usually begins with a welcome to the guest of honor. If the guest is accompanied by his or her spouse, reference may be made to the spouse, as well, during the toast.

The person offering the toast stands and raises his glass. The others, except the guest of honor, raise their glasses in salute to express good wishes or congratulations and then drink to that salute. Those guests who do not drink alcoholic beverages should raise their glasses during the toast and merely touch the glass to their lips going through the motions of drinking without actually doing so. The guest of honor should not raise his or her own glass nor drink to the toast in his or her honor. After the toast has been proposed and made, the guest of honor may stand to thank the others and then may also offer a toast in return. However, it is not considered a breach of etiquette for a very high ranking officer or dignitary not to return the toast.

Toasts at Formal Dinners. The order and subject of all toasts should be prearranged. In addition, the host should inform the guest of honor as to the nature of the toasts and when they will be offered. This is so that the guest of honor may know what to expect and how to react.

The toast to the ruler of the country of the foreign guest of honor is always the first toast proposed on a state occasion. The host always proposes this toast. Always stand while drinking a toast to a Chief of State. Everyone, including the guest, stands and drinks to the proposed toast. A few moments after everyone is seated again, the senior representative of the country being honored stands and proposes a toast to the ruler of the host's country. Once again, all rise and drink to this toast.

When there are guests from more than one nation, the host proposes a collective toast to the heads of their several states, naming them in the order of the seniority of the representatives present. The highest ranking foreign officer among the guests will respond on behalf of all the guests by toasting the head of state of the host's country. It is essential to verify governments, ranks, and titles since they are subject to change. Make absolutely sure of the details in this area. Avoid even the possibility of a breach of protocol.

Chapter Twelve

MILITARY FUNERALS

This chapter describes the military protocol surrounding the military funeral. It contains a brief discussion outlining some of the rules and regulations involved. If you need more detailed guidance, refer to AFR 143-1, Mortuary Affairs.

Air Force Policy. The Air Force considers it a privilege to assist in the conduct of military funeral honors for active and retired members and veterans who served honorably in the Air Force. Honors will be furnished, consistent with available personnel and resources. Commanders at all echelons will place sufficient emphasis on this program to make sure that honors are rendered properly. It is the responsibility of each base to furnish requested funeral honors support within the base's assigned area, usually the area covered by the ZIP code. The wishes of the next of kin regarding the type and extent of honors to be furnished will be paramount. Immediately after receiving request to furnish military honors, the base Mortuary Officer obtains all pertinent information and makes appropriate preliminary arrangements.

Interment Flags. The Mortuary Officer of the shipping base provides an escort with the required number of flags and cases prior to the shipment of the remains. The Mortuary Officer of the base providing the military honors will furnish no additional interment flags for presentation without prior approval from HQ AFMPC.

Participating Military Personnel

- Air Force Chaplain.

- Pallbearers (6 airmen). The family may wish to select honorary pallbearers if the deceased was a member of a local military organization.

- Troop Escort. Usually the escort consists of troops in numbers suitable to the rank of the deceased, a firing party, and a bugler.

- Firing party. The firing party will consist of at least seven airmen armed with M-1 or M-16 rifle, and an NCOIC.

- Color guard. This is provided only at the request of next of kin.

Flyovers. Flyovers of funeral ceremonies by Air Force aircraft may be appropriate in certain instances. Such requests will be considered only when initiated by the next of kin. If flown, the formation will be a three- or four-man, fingertip formation with missing man. Full authorization must also be received from superiors for a flyover.

Work with the Mortuary Officer and local honor guard commander to prepare a plan for the ceremony:

- Place of assembly.

- Uniform.

- Position for each element to take.

- Route of march.

- Detailed description of each function to be performed.

Use of the Flag. The interment flag drapes the decedent's casket through-out the service. Immediately after the sounding of "Taps," the pallbearers fold the flag in the manner prescribed in AFR 143-1 or AFR 900-3. The flag may then be presented to the next of kin by the escort who accompanies the remains of an active duty member, or any other appropriate person.

Mourning Bands. Air Force members participating in a military funeral, except members of the troop escort, are not permitted to wear mourning bands. Air Force members attending a military funeral, but not participating, may wear the mourning band if they desire.

Family Members. The family arrives at the chapel before the hearse and is seated in the right front pews of the chapel. When the chapel service is over, family members follow the casket down the aisle until they reach the vestibule of the chapel, where they wait until the casket is carried outside and placed in the hearse. When the procession is ready to form, members of the family take their places in the procession immediately behind the pallbearers. When the procession arrives at the graveside, the members of the family wait in their cars until the funeral director opens the car door to escort them to the gravesite. This is necessary to allow the band, escort, and colors to take their positions at the grave, and for others behind the family to park their cars and come forward. The members of the family are escorted to their positions for the funeral service at the side of the grave by the funeral director. When the graveside ceremony is completed, the interment flag is presented to the next of kin entitled to direct disposition of the remains.

Friends. Military personnel in uniform attending a funeral in an individual capacity face the casket and execute the hand salute at all times when the casket is being carried by the pallbearers, during the firing of the volleys, and the sounding of "Taps." Military personnel in civilian clothes stand at attention and hold the headdress over the left breast whenever those in uniform salute. Female personnel or those people without headdress simply stand at attention. During the prayers, all people bow their heads.

Chapter Thirteen

MILITARY WEDDINGS

A wedding ceremony in a chapel is a religious one. The term military ceremony is applied when the groom and groomsmen are in military uniform. The only other distinctive military feature is the traditional "arch of sabers" which takes place on the chapel steps or inside the chapel (if approved by the chaplain). Many military weddings take place in military chapels; however, it is perfectly acceptable to have a military wedding in another location.

Floral decorations and candles are appropriate, if desired. Along with the American flag, it's traditional to include the standards of the groom's own military unit or the church flag. As in civilian wedding, the men in the wedding party should all be dressed alike in full dress uniform, but unlike civilian weddings, they should carry sabers.

The proper uniform is determined by the time of day and regulations of the particular branch of service. Remember, evening dress is never worn before 1800 hours. The men in uniform wear military decorations instead of boutonniers.

At the designated time, the groom's parents are escorted to the front pew on the right side. Next, the head usher escorts the bride's mother to the front pew on the left side. (No other guests should be seated by the ushers after the bride's mother has been seated.) While she is being escorted to her pew, the bridal party lines up in the vestibule and waits for the chaplain's

signal to begin the procession. The saberbearers lead the procession in pairs, allowing approximately six pew spaces between pairs. The bridesmaids follow the last pair of saberbearers, walking either in pairs or singly. The maid of honor follows the last bridesmaid. Then the bride (on the left arm of her father) proceeds to the front of the chapel where the groom is waiting.

The saberbearers take their position in the chancel and then they face down the aisle. After the bride reaches the step where the groom awaits, her father steps back and stands one pace to the rear behind the bridegroom. The maid of honor and best man then assume their positions.

The participants keep these positions until the Chaplain asks, "Who gives this woman to be married to this man?" The bride's father responds, then takes his place in the pew beside the bride's mother while the Chaplain, bride, groom, maid of honor, and the best man proceed to the altar where the remainder of the ceremony is performed. After the religious part of the ceremony, the groom may kiss the bride.

When the ceremony has been completed, the bride and groom turn, face the guests, and pause. The head saberbearer gives the command "Center, Face." The following commands are then given in this order, "Officers, Draw Sabers," and "Officers Step." When this last command is given the saberbearers follow the following four-count procedure:

1. Take one step forward with the left foot.
2. Move the right foot up to the left foot.
3. Grasp the saber with the right hand and bring the butt of the saber from carry position to about 150 degree angle from the floor, leaving the blade resting on the shoulder.
4. Bring the saber blade up at the same angle as the grip and form the arch of sabers by wheeling the saber blade from the shoulder upward until it

extends at the same 150 degree angle as the arm. The bride and groom then pass under the arch of sabers and stop at the head of the chancel steps and pause for a moment.

This is the cue for the head saberbearer to give the final command which is, "Officers, Return Sabers." The saberbearers carry the saber to a position six inches in front of the left shoulder with the saber facing up with the blade vertical and flat to the front. The saber is then pushed into the scabbard until the right hand is directly in front of the left shoulder, which puts the saber approximately half way into the scabbard.

The bride and groom continue down the aisle, followed by the wedding party. As the last couple in the wedding party steps off, the first two saberbearers come together and step down the aisle. As they pass through the opened altar rail, the second two come together, step off, and so on. As the last two saberbearers leave the chancel, they walk over to the first pew and stop. The fathers of the bride and the groom then go between the saberbearers and stand behind them. The bride's mother steps out and takes the saberbearer's right arm. The other saberbearer offers his left arm to the groom's mother. The parents are escorted out and then the congregation follows, those in front leaving first.

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APPENDIX A

TABLE OF HONORS

Gun salutes are fired at Air Force installations. The number in the "honor cordon" column indicate the honor cordon commander and airmen, but does not include additional flights used for the Presidential ceremonies, or on special occasions the installation commander considers appropriate. Part of this material is extracted from AFR 900-6, attachment 1.

Official	Ruffles & Flourishes	Music	Honor Cordon	Flags
The President	4	National Anthem or Hail to The Chief	21	National Presidential
Former Presidents	4	National Anthem	21	National
Heads of State of Foreign Countries and reigning Royalty	4	Foreign Anthem	21	National and Foreign
Vice President	4	Hail to Columbia	19	National and Command
Speaker of the House of Representatives	4	Honor's March	19	National and Command
Foreign Prime Minister or other Cabine Officer, foreign Ambassador, High Commissioner, or special diplomatic representative whose credentials give him authority equal to or greater than that of an Ambassador	4	National Anthem or Foreign Anthem	19	National and Command
The Chief Justice of the United States	4	Honor's March	19	National and Command
Secretary of State	4	Honor's March	19	National and Command
US Representative to the UN	4	Honor's March	19	National and Command
Associate Justice of the Supreme Court	4	Honor's March	19	National and Command
Secretary of Defense	4	Honor's March	19	National and Command
Cabinet Officers (other than Secretaries of State and Defense)	4	Honor's March	19	National and Command
Governor of a State of the United States	4	Honor's March	19	National and Command
President Pro Tempore of Senate	4	Honor's March	19	National and Command
United States Senators	4	Honor's March	19	National and Command
Members of the House of Representatives	4	Honor's March	19	National and Command
Deputy Secretary of Defense	4	Honor's March	19	National and Command

A-2

Official	Ruffles & Flourishes	Music	Honor Cordon	Flags
Secretary of the Army	4	Honor's March	19	National and Command
Secretary of the Navy	4	Honor's March	19	National and Command
Secretary of the Air Force	4	Honor's March	19	National and Command
Director of Defense Research & Engineering	4	Honor's March	19	National and Command
Chairman of the JCS; Chief of Staff, US Army, GNO, CSAF, Commandant of USMC	4	Honor's March	19	National and Command
Undersecretaries of the Cabinet; Solicitor General	4	Honor's March	17	National and Command
Assistant Secretaries of the Cabinet; Assistant to the Attorney General	4	Honor's March	17	National and Cabinet
Assistant Secretaries of Defense and General Counsel of DOD	4	Honor's March	17	National and Command
Under Secretary of the Army	4	Honor's March	17	National and Command
Under Secretary of the Navy	4	Honor's March	17	National and Command
Under Secretary of the Air Force	4	Honor's March	17	National and Command
Generals and Admirals (four-star rank)	4	Honor's March	17	National and Command
Assistant Secretaries of the Army	4	Honor's March	17	National and Command
Assistant Secretaries of the Navy	4	Honor's March	17	National and Command
Assistant Secretaries of the Air Force	4	Honor's March	17	National and Command
Lieutenant Generals, Vice Admirals	3	Honor's March	15	National and Command
Foreign Ambassadors out of jurisdiction	2	Honor's March	15	National and Command
Major Generals, Rear Admirals	2	Honor's March	13	National and Command
Brigadier Generals, Commodores	1	Honor's March	11	National and Command
Other Commissioned Officer	1	Honor's March	9	National and Command

NOTES:

1 Same number in honor cordon is provided on departure as on arrival.

2 The United States Navy Band arrangements of the National Anthem and the United States Marine Corps Band arrangements of "Hail to the Chief" are designated as the official Department of Defense arrangements.

3 The traditional musical selection "Hail to the Chief" is designated as a musical tribute to the President of the United States; as such, it will not be performed as a tribute to other dignitaries. Performances of this selection will be subject to:

a. During "Hail to the Chief" by military musical organizations, military personnel in uniform, other than band personnel, will accord the same honor as they would for the National Anthem of "To the Colors."

b. If, in the course of any ceremony, honors must be performed more than once, "Hail to the Chief" may be used interchangeably with the National Anthem as honors to the President of the United States.

c. When specified by the President, the Secretary of State, the Chief of the Secret Service, or their authorized representatives, "Hail to the Chief" may be used as an opportunity for the President and his immediate party to move to or from their places while all others stand fast.

4 When one or more foreign national anthems and the U.S. National Anthem are to be performed, the U.S. National Anthem will be performed last, except in conjunction with morning colors.

5 Army or Air Force generals receive the Generals March; admirals, commodores, or Marine generals receive the Admirals March; all others not specified receive the last 32-bar strain of "The Stars and Stripes Forever."

6 Foreign civilian and military officials occupying positions comparable to these U.S. Officials will receive equivalent honors. Foreign recipients of honors must be representatives of countries recognized by the United States.

7 Appropriate background music is any music such as national air or a folk song favorably associated with the distinguished person or his country. If no such music is known or available, any well-sounding music of universal appeal and propriety may be used. All music performed as background should be appropriately subdued to the principal action.

8 Appropriate inspection music may be in any meter and played so that it would not require the inspection party to conform to its cadence.

9 Commanders of Air Force installations may obtain recorded music on discs for use in connection with honors and ceremonies by writing direct to the Audio Section, United States Air Force Band, Bolling AFB, DC 20332.

10 In events honoring foreign dignitaries, the flag of the foreign country of the guest or guests being honored should be included in the color guard when available.

APPENDIX B

VIP AIRCRAFT CODES (Extracted from AFR 102-8 and AFR 40-2)

Use the Service Category Designator letter, plus the number code and the honors code letter, to indicate branch of service, highest rank/grade aboard and honors desired (for national and international flights). The name of the highest VIP may be included immediately following the code, at the VIP's discretion.

Designator Letter

A
R
C
M
V
S
F

Service Category

Air Force
Army
Coast Guard
Marine Corps
Navy
Civilian
Foreign Civilian or Military

Code Number to Use

1

To Indicate the Following VIPs:

The President of the United States
Heads of State of Foreign Countries and Reigning Royalty

2

The Vice President of the United States
Governor of a State in his own State
Speaker of the House of Representatives
The Chief Justice of the United States
Former Presidents of the United States
The Secretary of State
Secretary General of the United Nations
Ambassadors of Foreign Powers
Widows of Former Presidents
Associate Justices of the Supreme Court
The Cabinet:
 Secretary of the Treasury
 Secretary of Defense
 The Attorney General
 Secretary of the Interior
 Secretary of Agriculture
 Secretary of Commerce
 Secretary of Labor
 Secretary of Health and Welfare
 Secretary of Housing and Urban Development
 Secretary of Transportation
 Secretary of Energy
 Secretary of Education
United States Representative to the United Nations
Director, Office of Management and Budget
Chairman, Council of Economic Advisors
U.S. Trade Representative
United States Senators (by seniority of Senate service or
 alphabetical when seniority is equal)
Governors of States When Not in Their Own States (by State entry
 into the Union)
Former Vice Presidents of the United States
Members of the House of Representatives of the United States (by
 seniority of House Service or alphabetical when seniority is
 equal)
Governor of Puerto Rico
Counselor and Assistants to the President and the Presidential
 Press Secretary
Charges d'Affaires of Foreign Powers
Former Secretaries of State
The Deputy Secretaries and Under Secretaries (Deputy Secretary
 equivalent) of the Executive Departments
Administrator, Agency for International Development
Director, United States Arms Control and Disarmament Agency
United States Ambassador at Large
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Director, Office of Science and Technology Policy
Chairman, Office of Science and Technology Policy

Code Number to Use

To Indicate the Following VIPs:

2 (Cont)

Chairman, Board of Governors of the Federal Reserve System
 Chairman, Council on Environmental Quality
 Chairman, Joint Chiefs of Staff
 Retired Chairman, Joint Chiefs of Staff
 Chiefs of Staff, Chief of Naval Operations, and Commandant of the Marine Corps (by date of appointment)
 Retired Service Chiefs and Commandants
 General of the Army and Admiral of the Fleet
 Secretary General, Organization of American States
 Representatives of the Organization of American States
 Representatives to the Organization of American States
 Chairman, Nuclear Regulatory Commission
 Director, Central Intelligence Agency
 Director, International Communications Agency
 Administrator, National Aeronautics and Space Administration
 Administrator, Federal Aviation Administration
 Administrator, General Services Administration
 Director, Office of Personnel Management
 Under Secretary of Defense for Policy
 Under Secretary of Defense for Research and Engineering
 Director of ACTION
 Director, Office of Community Services Administration
 Administrator, Environmental Protection Agency
 Special Assistants to the President

3

Governors of Guam and the Virgin Islands
 Commandant, US Coast Guard
 Assistant Secretaries of the Executive Departments, Assistant Secretaries of Defense, General Counsel of the Department of Defense, and Advisor to Secretary and Deputy Secretary of Defense for NATO Affairs (by date of appointment)
 The Chief of Protocol of the United States
 Deputy Administrator for NASA, Deputy Director for CIA, and Deputy Director, Arms Control and Disarmament Agency
 Comptroller General of the United States
 Deputy Assistants to the President
 Judges, Military Court of Appeals
 Members of the Council of Economic Advisors
 Active or Designate U.S. Ambassadors and Ministers (career rank when in the United States)
 Mayor of the District of Columbia
 Commissioners of the Trust Territories
 Under Secretary of the Army
 Under Secretary of the Navy
 Under Secretary of the Air Force
 Commanders-in-Chief of Unified and Specified Commands of Four-Star Grade (by date of appointment)
 Vice Chiefs of Staff, Vice Chief of Naval Operations, and Assistant Commandant of the U.S. Marine Corps (by date of appointment)
 Generals and Admirals (4-Star rank)
 Retired Generals and Admirals (4-Star)
 Assistant Secretaries of the Army, the Navy, and the Air Force (by date of appointment within each service)
 The Special Assistant to the Secretary and Deputy Secretary of Defense
 Assistants to the Secretary of Defense
 Commanders-in-Chief of Unified and Specified Commands of Three-Star Grade (by date of appointment)

4

General Counsels of the Army, Navy and Air Force
 Deputy Under Secretaries of Defense (by date of appointment)
 Lieutenant Generals and Vice Admirals (3-Star rank)
 Principal Deputy Assistant Secretaries of Defense (by date of appointment) and Deputy General Counsel of the Department of Defense
 Former United States Ambassadors and Ministers to Foreign Countries
 Deputy US Trade Representative
 Civilian Aides to the Secretary of the Army
 Heads of Independent Agencies, Director of the FBI, and Mayors
 Treasurer of the US
 Commissioner, Internal Revenue Service

Code Number to Use

To Indicate the Following VIPs:

Deputy Assistant Secretaries of the Executive Departments, and
 Assistant General
 Counsels of the Department of Defense (by date of appointment)
 Deputy Under Secretaries of the Army, the Navy, and the Air Force
 (by date of appointment within each service)
 Deputy Chief of Protocol of the United States
 Counselors of Foreign Powers
 Civilians Assigned to SES, GS-18, and ST Positions (equivalent to
 others listed in Code 4) (See Note 1)
SAF:
 Principal Deputy Assistant Secretary of the Air Force
 Deputy Assistant Secretary of the Air Force
Air Staff:
 Chief Scientist of the Air Force
 Deputy Comptroller of the Air Force

5

Major Generals, Rear Admirals (2-Star rank)
 Civilians Assigned to SES, GS-17, and ST Positions (equivalent to
 others in Code 5) (See Note 1)
SAF:
 Auditor General of the Air Force
 Deputy General Counsel of the Air Force
 Deputy Administrative Assistant to SAF
 Assistant General Counsel of the Air Force
Air Staff:
 Associate/Assistant Directors
 Scientific and Technical Advisors
 Director of the Budget of the Air Force
MAJCOM/SDA:
 Principal Assistant DCS
 Assistant DCS (Operational Command)
 R&D Exec (Chief Scientist, Directorate)
Division:
 Deputy Director
 Tech Director (commander)
 Chief Scientist (division)

6

Brigadier Generals, Commodores (1-star rank)
 The Assistants Chiefs of Protocol of the United States
 The Secretary of the Senate
 Civilians Assigned to SES, GS-16, and ST Positions (equivalent to
 others listed in Code 6) (See Note 1)
SAF:
 Assistant General Counsel
 Deputy Administrative Assistant to SAF
Air Staff:
 Division Chief
MAJCOM/SDA:
 Assistant DCS (support command)
 Committee Chairman
 Director
 Deputy Comptroller
 Deputy Director
 Dean/Associate Dean
 Division Chief
 Chief Scientist
 Technical Director/Advisor
Division:
 Assistant DCS
 Technical Director/Advisor
 Senior Scientist/Research Director
 Center/Lab.
Director:
 Deputy Director
 R&D Exec (Deputy Director)
 R&D Exec (Chief Scientist)
 Research Director
 Senior Scientist

7

Captains USN or USCG; Colonels USAF, USA, or USMC; or Comparable
 Rank Officers of Friendly Nations
 Consuls in Charge of Consulates of Foreign Powers
 Senior Civilians

Notes:

1. Questions regarding USAF SES civilian VIP code assignment should be referred to AF/MP&A, Washington, DC 20330, AUTOVON 227-5989. Questions regarding US Army SES civilian VIP code assignment should be referred to DACS-DSP, Washington, DC 20310. Questions regarding USN SES civilian VIP code assignment should be referred to OSD Protocol, Washington, DC 20301. Questions regarding US Navy SES civilian VIP code assignment should be referred to CNO OP1420, Washington, DC 20350.

2. Refer to AFRs 900-3 and 900-6 for guidance on the display of insignia (star plates, flags, etc) for flag rank officers and civilian officials.

Honor Code Letters

H - Accord Honors under AFR 900-6.

N - Accord no honors; request informal visit with the commander.

O - Request nothing.

For Example:

V5H Means: VIP, Rear Admiral, accord honors

R5O Means: VIP, Army Major General, request nothing

S5N Means: US VIP Civilian, SES, Code 5 or equivalent, accord no honors; request informal visit with the commander

APPENDIX C

Notes: 1 Use "Dear Mr/Mrs/Miss/Ms Doe" and "Sincerely"
2 Use "Mr (and Mrs) Doe" unless the incumbent is a woman, when you would use "Mrs/Miss/Ms (and Mr) Doe"
3 Use "Mr/Mrs/Miss/Ms Doe"

POSITION

	SALUTATION/CLOSE	INVITATION	PLACE CARD	CONVENSATION
President of the United States	Dear Mr President or Dear Mr President and Mrs Doe Respectfully Yours	The President (and Mrs Doe)	The President or the President of the United States	Mr President
Vice President of the United States	Dear Mr Vice President Respectfully	The Vice President (and Mrs Doe)	The Vice President	Mr Vice President
Cabinet Member (male)	Dear Mr Secretary Respectfully/Sincerely	The Secretary of Defense (and Mrs Doe)	The Secretary of Defense	Mr Secretary or Mr Doe
Cabinet Member (female)	Dear Madam Secretary Respectfully/Sincerely	The Secretary of the Treasury (and Mr Doe)	The Secretary of the Treasury	Madam Secretary or Mrs (Miss) Doe
Counselor/Assistant to the President	Dear Mr Secretary Respectfully	The Secretary of the Treasury (and Mr Doe)		
Chief Justice of the United States Supreme Court	Dear Mr Chief Justice Sincerely	The Chief Justice (and Mrs Doe)		
Associate Justice of the Supreme Court	Dear Mr Justice Doe Sincerely	Mr Justice Doe (and Mrs Doe)		
Judge of a US Lower Court	Dear Mr Justice Doe Sincerely	Judge (and Mrs) Doe		
Presiding Justice (lower court)	Dear Judge Doe Sincerely	Justice Doe (and Mrs Doe)		
Clerk of a Lower Court	Dear Mr Justice Doe Sincerely	Justice Doe (and Mrs Doe)		
US Senator (male) (including former Senators and Senators-Elect)	Dear Senator Doe Sincerely	Senator (and Mrs) Doe		
US Senator (female) (including former Senators and Senators-Elect)	Dear Senator Doe or Dear Mr and Mrs Doe Sincerely	Senator Doe or Mr and Mrs Doe		

<u>POSITION</u>	<u>SOCIAL ENVELOPE</u>	<u>SALUTATION/CLOSE</u>	<u>INVITATION</u>	<u>PLACE CARD</u>	<u>CONVERSATION</u>
Secretary/Administrative Assistant to a US Senator	Mr John Doe Secretary (Administrative Assistant) to the Honorable John Doe	1	2	3	3
Speaker of the House of Representatives	The Speaker of the House of Representatives (and Mrs Doe)	Dear Mr Speaker Sincerely	The Speaker of the House of Representatives	The Speaker of the House of Representatives or if space does not permit full title: The Speaker	Mr Speaker or Sir
United States Representative (male) (including former Representatives, Resident Commissioners and Delegates)	The Honorable James Doe (and Mrs Doe)	1	2	3	3
United States Representative (female) (including former Representatives, Resident Commissioners and Delegates)	The Honorable Mary Doe (and Mr Doe) or Mr and Mrs Doe	1	2	3	3
Deputy Secretary/Deputy Attorney General	The Honorable Deputy Secretary of the Treasury (or Deputy Attorney General)	1	The Deputy Secretary of the Treasury (and Mrs Doe)	The Deputy Secretary of the Treasury	3
Under Secretary (number two person in a federal department)	The Honorable Under-Secretary of Labor (and Mrs Doe)	1	The Undersecretary of Labor (and Mrs Doe)	The Undersecretary of Labor	3
Secretaries of the Armed Services	The Honorable Secretary of the Air Force (and Mrs Doe)	Dear Mr Secretary Sincerely	The Secretary of the Air Force (and Mrs Doe)	The Secretary of the Air Force	Mr Secretary or Mr Doe

NOTE: As mentioned in the text, generally Presidential appointees, federal and state elected officials and mayors are entitled to "The Honorable." Their invitations and place cards generally list their titles rather than their names. The formats for nearly everyone else follow the rules in 1, 2 and 3 above.

APPENDIX D

EQUIVALENT RANKS FOR AMERICAN AND FOREIGN AIR FORCES

The following is a list of officer ranks in the air forces of certain specified countries, together with approximate U.S. equivalents.

	<u>Rank</u>	<u>U.S. Equivalent</u>
<u>Argentina</u>	Brigadier General	Lt General
	Brigadier Mayor	Major General
	Brigadier	Brig General
	Comodoro	Colonel
	Vice Comodoro	Lt Colonel
	Mayor	Major
	Capitan	Captain
	Teniente Primero	1st Lieutenant
	Teniente	
	Alferez	2d Lieutenant
<u>Australia</u>	Air Marshal	Lt General
	Air Vice Marshal	Major General
	Air Commodore	Brig General
	Group Captain	Colonel
	Wing Commander	Lt Colonel
	Squadron Leader	Major
	Flight Lieutenant	Captain
	Flying Officer	1st Lieutenant
	Pilot Officer	2d Lieutenant
<u>Belgium</u>	Lt General	Major General
	General Major	Major General
	General de Brigade	Brigadier General
	Colonel	Colonel
	Lt Colonel	Lt Colonel
	Major	Major
	Captaine Commandant	Captain
	Lieutenant	1st Lieutenant
	Sous-Lieutenant	2d Lieutenant
<u>Bolivia</u>	General de Fuerza Aerea	General
	General de Division Aerea	Lt General
	General de Brigade Aerea	Major General
	Colonel de Aviacion	Brig General
	Teniente Coronel de Aviacion	Colonel
	Mayor de Aviacion	Lt Colonel
	Capitan de Aviacion	Major
	Teniente de Aviacion	Captain
	Subteniente de Aviacion	1st Lieutenant
		2d Lieutenant
<u>Canada</u>	(Canadian Forces - no separate air force)	
	General (Chief, Defense Staff, CF)	General
	Lieutenant General	Lt General
	(The Commanders of the Air Command, Mobile Command (Army) and Maritime Command are Lieutenant Generals, but are equivalent to US service chiefs (4-star) for protocol purposes)	
	Major General	Major General
	Brigadier	Brig General
	Colonel	Colonel
	Lieutenant Colonel	Lt Colonel
	Major	Major

D-2

Canada (Cont)

Captain
Lieutenant (2 grades)

Captain
1st/2d Lieutenant

Chili

General de Aire
General de Aviacion
General de Brigade Aerea
Colonel
Comandante de Grupo
Comandante de Escuadrilla
Capitan de Bandada
Teniente
Subteniente
Alferez

General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

China

None
None
Second Grade Senior General Officer
Intermediate General Officer
None
Senior Field Officer
Intermediate Field Officer
Junior Field Officer
Senior Company Officer
Intermediate Company Officer
Junior Company Officer

Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Colombia

General
Mayor General
Brigadier General
Coronel
Teniente Coronel
Mayor
Capitan
Teniente
Subteniente

General
Lt General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Czechoslovakia

General Porucik
General Major
Plukovník
Podplukovník
Major
Kapitan
Nadporučík
Porucik
Podporučík

Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant
None

Denmark

General
Generallogtnant
Generalmajor
Brigadegeneral
Oberst
Oberstlogtnant
Major
Kaptein
Premierlogtnant
Logtnant
Sekond-Logtnant

General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
None
2d Lieutenant

Ecuador

Teniente General
Brigadier General
Coronel
Teniente Coronel

Maj General
Brig General
Colonel
Lt Colonel

D-3

Ecuador (Cont)

Mayor
Capitan
Teniente
Subteniente

Major
Captain
1st Lieutenant
2d Lieutenant

El Salvador

General
Coronel
Teniente Coronel
Mayor
Capitan
Teniente
Subteniente

Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Finland

General
Lieutenant General
Major General
Colonel
Lieutenant Colonel
Major
Captain
Lieutenant
Ensign

Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

France

General d'Armee Aerieenne
General de Corps Aerieenne
General de Division Aerieenne
General de Brigade Aerieenne
Colonel
Lieutenant Colonel
Commandant
Capitaine
Lieutenant
Sous-Lieutenant

General
Lt General
Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Germany, Federal Republic of (West Germany)

General
Generalleutnant
Generalmajor
Brigadegeneral
Oberst
Oberstleutnant
Major
Hauptmann
Oberleutnant
Leutnant

General
Lt General
Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Greece

Pterarchos
Antipterarchos
Ypopterarchos
Taxiarchos
Sminarchos
Episminagos
Sminagos
Yposminagos
Anthyposminagos

General
Lt General
Major General
Brig General
Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Italy

Generale di Squadra Aerea
Con Incarichi Speciali
Generale di Awuadra Aerea
Generale di Division Aerea
Generale di Brigata Aerea
Colonnello
Tenente Colonel
Maggiore

General
Lt General
Major General
Brigadier General
Colonel
Lt Colonel
Major

D-4

Italy (Cont)

Capitano
Tenente
Sottotenente

Captain
1st Lieutenant
2d Lieutenant

Netherlands

General
Luitenant-General
General-Majoor
Brigade-General
Commodore
Kolonel
Lieutenant Kolonel
Majoor
Kapitein
Eerste-Luitenant
Tweede-Luitenant

General
Lieutenant General
Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Norway

General
Generalloytnant
Generalmajor
Oberst I
Oberst II
Oberstloytnent
Major
Kaptein
Loytnant
Fenrik

General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Philippine Republic

Brigadier General
Colonel
Lieutenant Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Poland

General Broni
General Dywizji
General Brygady
Pulkownik
Podpulkownik
Major
Kapitan
Porucznik
Podporucznik

Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Portugal

Marechal
General (4-Star)
General (3-Star)
Brigadeiro
None
Coronel
Tenente-Colonel
Major
Capitao
Tenente
Alferes

General of the AF
General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Spain

Capitan General
Teniente General
General de Division
General de Brigade
Coronel
Teniente Colonel

General of the AF
General
Lt General
Brig General
Colonel
Lt Colonel

Spain (Cont)

Comandante
Capitan
Teniente
Alferez

Major
Captain
1st Lieutenant
2d Lieutenant

Sweden

General
Lieutenant General
Major General
Colonel
Lieutenant Colonel
Major
Captain
Lieutenant
Fanvik

Lt General
Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Switzerland

Colonel
Lieutenant Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Thailand

Marshal R.T.A.F.
Air Chief Marshal
Air Marshal
Air Vice Marshal
Group Captain
Wing Commander
Squadron Leader
Flight Lieutenant
Flying Officer
Pilot Officer

General of the Air Force
General
Lt General
Major General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Turkey

Maresal
Orgeneral
Korgeneral
Tumgeneral
Tuggeneral
Albay
Yarbay
Binbasi
Yuzbasi
Ustegmen
Teymen
Astegmen

General of the AF
General
Lt General
Major General
Brigadier General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Union of South Africa

Generaal
Luitenant Generaal
Generaal Majoor
Brigadier
Kolonel
Kommandant
Majoor
Kapitan
Luitenant
Tweede Luitenant

General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

United Kingdom

Marshal of the Royal Air Force
Air Chief Marshal
Air Marshal
Air Vice Marshal
Air Commodore
Group Captain

General of the Army
General
Lt General
Major General
Brig General
Colonel

United Kingdom (Cont)

Wing Commander
Squadron Leader
Flight Lieutenant
Flying Officer
Pilot Officer

Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Uruguay

Teniente General
Brigadier General
Coronel
Teniente Coronel
Mayor
Capitan
Teniente Primero
Teniente Segundo
Alferez

Lt General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

USSR

Glavnyy Marshall Aviatsii
Marshall Aviatsii
General-Polkovnik Aviatsii
General-Leytenant Aviatsii
General-Major Aviatsii
Polkovnik
Pokpolkovnik
Mayor
Kapitan
Starshiy Leytenant
Leytenant
Mladshiy Leytenant

General of the AF
General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
1st Lieutenant
2d Lieutenant

Venezuela

General en Jefe
General de Division

General de Brigada
Coronel
Teniente Coronel
Mayor
Capitan
Teniente
Subteniente

General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain
1st Lieutenant
2d Lieutenant

Yugoslavia

General-Armije
General-Pokovnik
General-Potpukovnik
General-Major
Pukovnik
Potpukovnik
Major
Kapetan I Klase
Kapetan
Porucnik
Potporucnik

General
Lt General
Major General
Brig General
Colonel
Lt Colonel
Major
Captain

1st Lieutenant
2d Lieutenant

APPENDIX E

AN EXAMPLE OF A CHANGE OF COMMAND PARADE WITH AWARDS AND RETIREMENT CEREMONIES

This general sequence of parade events and command will be adopted when subordinate units of this command conduct change of command ceremonies at which General Doe is the reviewing officer. Specific groups of actions (e.g., the presentation of decorations) may be omitted at the local commander's desire. Other modifications should be coordinated with the command section well in advance of the parade date. In all cases, AFM 50-14 will be the basic planning reference. Plan to brief General Doe and other principals just prior to the ceremony.

ASSEMBLY TIME - Designated locally.

The Wing Staff, Group Staffs, Band, and Squadrons will assemble in the appropriate spot and formation.

MARCH TO THE PARADE GROUND - At designated time.

Narrator

GOOD -----, LADIES AND GENTLEMEN, AND WELCOME
TO ----- AIR FORCE BASE. IN A FEW MINUTES WE
WILL BEGIN THE CHANGE OF COMMAND PARADE DURING
WHICH COL ----- WILL PASS COMMAND OF THE -----
TO COL ----- GEN ----- DOE, THE -----
-----COMMANDER, WILL OFFICIATE
AT THE CEREMONY. FOR YOUR CONVENIENCE, I
WILL AS WE GO ALONG, BRIEFLY DESCRIBE THE
MAIN EVENTS IN THIS CEREMONY. WE INVITE OUR
CIVILIAN GUESTS TO STAND WITH THE MILITARY
WHEN THE BAND PLAYS HONORS AND THE NATIONAL
ANTHEM.

(Narrator then reads a brief unit history.)

ARRIVAL OF REVIEWING PARTY - At designated time.

Narrator

LADIES AND GENTLEMEN, PLEASE RISE.

Reviewing Party

Take their positions.

ADJUTANT'S CALL - At designated time.

Narrator

LADIES AND GENTLEMEN, PLEASE BE SEATED.

Wing Adjutant

SOUND ADJUTANT'S CALL

Squadron Commanders

On the first note of Adjutant's Call, all Squadron Commanders come to attention and execute "About Face." Then, in the order of right to left in each group, they command:

SQUADRON, ATTENTION

GUIDE ON LINE ("A" Squadron, "A" Group, at the first note of march-on music, followed by "B" Squadron, "A" Group, etc.)

FORWARD MARCH (In order from right to left, squadron commanders march backward.)

SQUADRON, HALT (At final line and on the guides.)

AT CLOSE INTERVAL, DRESS RIGHT, DRESS

READY, FRONT (Squadron commanders face front.)

Color Guard

Moves to the final line with the color squadron.

Commander of Troops (COT)
and Group Commanders

On the first note of Adjutant's Call, call staffs to attention, execute "About Face" (to face the troops), and remain in position until the Adjutant resumes proper post in the staff.

GUIDES POST

Wing Adjutant

When the squadrons are on the final line, the Wing Adjutant takes position by the most direct route, faces the final line.

GUIDES, POST

SOUND OFF

Wing Adjutant

GIVE YOUR GROUPS PARADE REST

Group Commanders

PARADE REST (Squadron Commanders relay preparatory commands.)

Wing Adjutant

SOUND OFF (Band troops the line.)
or IN PLACE SOUND OFF (Band remains stationary.)

PRESENTATION OF COMMAND

Wing Adjutant	At completion of music: <u>GIVE YOUR GROUPS ATTENTION</u>
Group Commanders	<u>GROUP, ATTENTION</u>
Wing Adjutant	<u>GIVE YOUR GROUPS PRESENT ARMS</u>
Group Commanders	<u>PRESENT ARMS</u>
Wing Adjutant	Faces about, salutes, and reports: <u>SIR/MA'AM, THE PARADE IS FORMED</u>
COT	Returns salute and commands: <u>TAKE YOUR POST</u> Wing Adjutant moves directly toward the COT, executes a left oblique, a right oblique, halts, then an "About Face" to arrive at proper position.
COT	<u>GIVE YOUR GROUPS ORDER ARMS</u>
Group Commander	<u>ORDER ARMS</u>
COT	(To Adjutant) <u>RECEIVE THE REPORT</u>
Wing Adjutant	Advances to previous position and commands: <u>REPORT</u>
Group Commanders	From right to left, while saluting, report: <u>'A' (B) GROUP ALL PRESENT OR ACCOUNTED FOR, SIR</u>
Wing Adjutant	Faces about, salutes, and reports: <u>SIR, ALL PRESENT OR ACCOUNTED FOR</u>
COT	Returns salute and commands: <u>PUBLISH THE ORDERS</u>
Wing Adjutant	Faces about and announces: <u>ATTENTION TO ORDERS. DETAIL FOR TODAY, ORDER OF COLONEL -----.</u>

OFFICER CENTER

Wing Adjutant

After publishing the orders, commands:

OFFICERS, CENTER, MARCH

Adjutant then returns to position with the Wing Staff.

Officers and Guidon Bearers

At the command "OFFICERS," Squadron Commanders take 8 paces forward, "A" Flight Commanders of each Group take 6 paces forward, "B" Flight Commanders of each Group take 4 paces forward, and Guidon Bearers take 5 paces forward. At the command "CENTER," officers and Guidon Bearers face to the center. At the command "MARCH," the band begins to play and the officers and Guidon Bearers close to the center, maintaining relative position.

Upon reaching the center, each individual halts and automatically faces the front at close interval.

When all officers and guidons have reached the center and faced the front, the outside Flight Commanders in the rear rank will report "All IN FROM THE RIGHT/LEFT, SIR."

*See AFM 50-14, para 7-11, for variations in spacing. The actual number of paces taken will depend on local conditions.

1st Sergeants

On the command "OFFICERS, CENTER, MARCH," each 1st Sgt moves by the most direct route around the flank of each respective squadron nearest the colors and halts abreast of the front rank. When the "A" Group Commander commands "FORWARD, MARCH," the 1st Sgt moves by the most direct route to the Squadron Commander's position in front of the squadron.

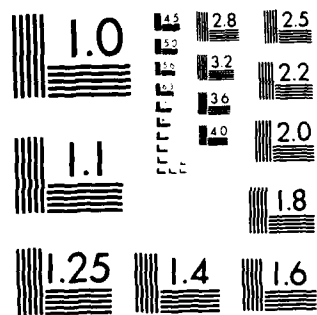
As the COT commands "POST," 1st Sgts face about. At the command "MARCH," they return to their positions within the squadron, reversing the route used to command in the commander's absence.

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END
DATE
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11-86



XEROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS 1963 A

Senior Group Commander

FORWARD, MARCH

OFFICERS, HALT (to end 6 paces from the COT)

The halt and present arms which follow are executed by the officers on three counts:
OFFICERS, HALT - 1 - 2 - salute.

Guidon Bearers execute the first movement of present arms on the preparatory command "OFFICERS."

COT

Returns salute and commands: ORDER ARMS

Guidon Bearers execute the first movement of order arms on the preparatory command "ORDER."

COT

Commands: OFFICERS, POST, MARCH

At the preparatory command "OFFICERS," Guidon Bearers come to carry guidon.

At the command "POST," all officers and Guidon Bearers face about. At the command "MARCH," they step off.

"A" Group Commander

OFFICERS, HALT (when leading rank is approximately 6 paces from the final line)

POST, MARCH

At the command "POST," the officers and bearers face outward. At the command "MARCH," officers and bearers by squadron move off in succession at 4-pace intervals. Squadron Commanders, Flight Commanders, and Guidon Bearers execute right or left flank upon arriving at their respective units and resume their original positions in the formation, facing the front on the Squadron Commander's command "POST." Guidon Bearers return to "Order Guidon." The Group Commanders with staffs march to their positions as a unit, moving out in unison with the second squadron of their respective groups.

PRESENTATION OF COMMAND

Narrator

THE COMMANDER OF TROOPS WILL NOW PRESENT THE COMMAND. PLEASE RISE.

COT	<u>GIVE YOUR GROUPS PRESENT ARMS</u>
Group Commanders	Face about and command <u>PRESENT ARMS</u> . Face front and command staffs: <u>PRESENT ARMS</u> .
COT	Commands staff: <u>CHANGE POST, MARCH: PRESENT ARMS</u> . Reports to Reviewing Officer, <u>SIR, I PRESENT THE COMMAND</u> .
Band	Plays *Ruffles and Flourishes and the Generals March. (NOTE: * Number of Ruffles and Flourishes must correspond to rank of highest ranking individual, normally the reviewing officer. Do not plan for General Doe to inspect troops.)
General Doe	<u>HAVE THE COLORS COME FORWARD</u> .
COT	Commands Staff: <u>ORDER ARMS</u> . Faces about and commands: <u>GIVE YOUR GROUPS ORDER ARMS</u> .
Group Commanders	Command staffs: <u>ORDER ARMS</u> . Face about and command: <u>ORDER ARMS</u> . Face about.
COT	<u>COLORS, CENTER, MARCH</u> . At the command "CENTER," staff executes a right face. At the command "MARCH," the band begins playing, the staff moves off 10 paces and executes a left face, and the COT marches forward to colors. COT faces about and commands: <u>DETACHMENT, FORWARD, MARCH</u> . After colors have passed staff's position, staff executes a left face and returns to post, ending with a right face. The COT marches colors directly toward reviewing officer, and when 5 paces from reviewing officer, commands: <u>DETACHMENT, HALT</u> . The band ceases playing after the detachment halts. COT reports to Reviewing Officer: <u>SIR, THE COLORS ARE PRESENT</u> .
General Doe	Returns the salute and directs: <u>PRESENT THE COMMAND</u> .

Narrator	<u>LADIES AND GENTLEMEN, PLEASE REMAIN STANDING FOR THE NATIONAL ANTHEM.</u>
COT	Returns to position around right flank of colors and directs: <u>GIVE YOUR GROUPS PRESENT ARMS.</u>
Group Commanders	Face about and command: <u>PRESENT ARMS.</u> Face front and command staffs: <u>PRESENT ARMS.</u>
COT	Faces front and commands staff: <u>PRESENT ARMS.</u>
Band	Plays the National Anthem.
COT	On the last note of music, commands staff: <u>ORDER ARMS.</u> Faces about and directs: <u>GIVE YOUR GROUPS ORDER ARMS.</u>
Group Commanders	Commands staff: <u>ORDER ARMS.</u> Face about and command: <u>ORDER ARMS.</u> Face front.
COT	<u>GIVE YOUR GROUPS PARADE REST.</u>
Group Commanders	<u>PARADE, REST.</u>
COT	Faces front and commands staff: <u>PARADE REST.</u>
<u>DECORATIONS</u>	(Note: The only decoration normally presented during a change of command parade is to the outgoing commander. If he is <u>not</u> retiring, present the decoration here. If he is retiring, present the decoration immediately before he is retired.) <u>CITATION TO ACCOMPANY THE AWARD OF</u>
Aide	Hands General Doe the Award.
Recipient	At completion of award citation, faces General Doe and salutes.
General Doe	Returns salute, clips on medal, and shakes recipient's hand. General and recipient face front.

CHANGE OF COMMAND

Narrator	<u>LADIES AND GENTLEMEN, PLEASE BE SEATED.</u>
Narrator	Begins reading: <u>ATTENTION TO ORDERS</u>
	After orders are read, General Doe faces left, Incoming and Outgoing Commanders face right, and Incoming Commander steps to the left of the Outgoing Commander.
Flag Bearer	Presents flag to Outgoing Commander and takes two side-steps right to be at the left shoulder of General Doe.
Outgoing Commander	Takes flag from Flag Bearer and presents it to General Doe.
General Doe	Takes flag from Outgoing Commander and gives it to the Flag Bearer.
Flag Bearer	Takes flag from General Doe and remains at positions of attention.
Outgoing Commander	States to General Doe, - <u>SIR, I RELINQUISH COMMAND</u> , and executes salute.
General Doe	Returns salute.
Outgoing Commander	Takes two steps backward to position previously occupied by the Incoming Commander.
Incoming Commander	Takes two side-steps right to face Gen Doe and states: <u>SIR, I ASSUME COMMAND</u> , and salutes.
General Doe	Returns salute and takes flag from Flag Bearer.
Flag Bearer	After giving flag to General Doe, takes two side-steps to the left.
General Doe	Presents flag to Incoming Commander.
Incoming Commander	Takes flag from General Doe and presents it to the Flag Bearer.
Flag Bearer	Takes flag from Incoming Commander and remains at position of "ATTENTION."

General Doe, Incoming and Outgoing Commanders face front.

RETIREMENT

Incoming Commander	Moves back to appropriate position or seat.
Retiree	Does a right face, takes two steps forward, then a left face.
Narrator	<p>Reads retiree's career resume.</p> <p><u>ATTENTION TO ORDERS</u> - reads retirement order. (Note: Do <u>not</u> pause after reading the retirement order; start reading the text of the certificate immediately.)</p> <p>Reads text of retirement certificate.</p>
Aide	Hands General Doe the certificate.
General Doe	Presents retirement certificate and shakes hands.
Narrator	<p><u>IT IS CUSTOMARY TO RECOGNIZE THE CONTRIBUTIONS MADE BY THE SPOUSE OF A RETIRING MILITARY MEMBER. MRS. -----, WOULD YOU PLEASE STEP FORWARD?</u></p>
Aide	Escorts spouse to a position between her husband and General Doe.
Narrator	<p>Reads text of certificate:</p> <p><u>CERTIFICATE OF APPRECIATION FROM</u></p>
General Doe	Presents certificate of appreciation.
Aide	Escorts spouse back to her seat.
Incoming Commander	Resumes position between General Doe and the Outgoing Commander.
General Doe	Steps to microphone for remarks. After remarks, returns to position next to Incoming and Outgoing Commanders.
Outgoing Commander	Steps to the microphone for remarks, then returns to his place.
Color Guard	At the completion of outgoing commander's remarks, executes a right about and returns to position.

COT	As the Color Guard arrives abreast, commands: <u>STAFF, ATTENTION.</u> Faces about and commands: <u>GIVE YOUR GROUPS ATTENTION.</u>
Group Commanders	Face about and command: <u>ATTENTION.</u> Face about and command staffs: <u>ATTENTION.</u>
COT	Faces about and salutes General Doe. No report is given.
General Doe	Returns salute and commands: <u>MARCH THE COMMAND IN REVIEW.</u>
"A" Group Commander	Faces about and commands: <u>COMMAND OF SQUADRONS, RIGHT SQUADRON, RIGHT TURN, MARCH.</u> At the command "RIGHT SQUADRON," all Squadron Commanders face about. At the command "MARCH," the band steps off and begins playing. The CO of Troops and "A" Group Commander and staffs then march to their positions in front of and behind the band.
"A" Group Squadron Commander	The right Squadron Commander, on the command, "RIGHT TURN," echoes the command; the other Squadron Commanders command "STAND FAST." Then, in sequence, the other Squadron Commanders command: "RIGHT TURN, MARCH," maintaining 18-pace intervals between squadrons. The colors march out between the groups in sequence.
"B" Group Commander	After the colors have begun marching, commands: <u>COLUMN OF SQUADRONS, RIGHT SQUADRON, RIGHT TURN, MARCH.</u> At the command "MARCH," the "B" Group Commander and staff step off and march to their position behind the colors.
"B" Group Squadron Commanders	The right Squadron Commander, on the command "RIGHT TURN," echoes the command; the other Squadron Commanders then, in sequence, command "STAND FAST." Then, the other Squadron Commanders, in sequence, command "RIGHT TURN, MARCH," maintaining 18-pace intervals between squadrons.
All Squadron Commanders	When approaching a turn flag, march backwards and give the command <u>LEFT TURN, MARCH.</u> The squadron will then march at half-step. When the last rank has completed its turn, the

Squadron Commander will then command: FORWARD, MARCH. The squadron will then march at full step and the commander will march facing forward.

All Commanders

When approaching the marker flag at the reviewing stand, each commander will turn his/her head to the right and command: EYES. The command RIGHT is given when the commander is even with the marker flag. At the command "RIGHT," the Squadron Commander salutes and the officers in the front rank execute eyes right and salute simultaneously. No others salute. The commander keeps his/her head to the right throughout the command "EYES RIGHT." All troops except those on the right flank execute eyes right. The Guidon Bearer executes present guidon. When the commander is even with the marker flag past the reviewing stand, he/she commands: READY, FRONT. All officers end salutes and turn head and eyes to the front. The Guidon Bearer executes carry guidon and all troops turn heads and eyes to the front.

COT and Group Commanders
and Staffs

After passing the reviewing stand and commanding READY, FRONT, execute a right oblique, turn into positions adjacent to the line of march, and review the parade.

Principals Take their positions.

PRESENTATION OF COMMAND

Narrator

THE BAND WILL PLAY THE NATIONAL ANTHEM.

Band

Plays *Ruffles and Flourishes and the
Generals March.

(Note: *Number of Ruffles and Flourishes
determined by rank.)

Guests stand. No salutes are rendered.

DECORATIONS

(Note: The only decoration normally presented
during a change of command ceremony is to the
Outgoing Commander. If he is not retiring,
present the decoration here. If he is
retiring, present the decoration immediately
before he is retired.)

Narrator

LADIES AND GENTLEMEN, GENERAL DOE WILL NOW
PRESENT THE ----- TO -----.

Person to be decorated takes place to General
Doe's left.

CITATION TO ACCOMPANY THE AWARD OF

Aide

Hands General Doe the award.

Recipient

At completion of award citation, faces General
Doe and salutes.

General Doe

Returns salute, clips on medal, and shakes
recipient's hand.

General and recipient face front.

CHANGE OF COMMAND

Narrator

LADIES AND GENTLEMEN, PLEASE BE SEATED. THE
CHANGE OF COMMAND CEREMONY WILL NOW BEGIN.

Narrator

Begins reading: ATTENTION TO ORDERS ...

After orders are read, General Doe faces left,
Incoming and Outgoing Commanders face right,
and Incoming Commander steps to the left of
the Outgoing Commander.

Flag Bearer	Presents flag to Outgoing Commander and takes two side-steps right to be at the left shoulder of General Doe.
Outgoing Commander	Takes flag from Flag Bearer and presents it to General Doe.
General Doe	Takes flag from Outgoing Commander and gives it to the Flag Bearer.
Flag Bearer	Takes flag from General Doe and remains at position of attention.
Outgoing Commander	States to General Doe, <u>SIR, I RELINQUISH COMMAND</u> , and executes salute.
General Doe	Returns salute.
Outgoing Commander	Takes two steps backward to position previously occupied by the Incoming Commander.
Incoming Commander	Takes two side-steps right to face Gen Doe and states: <u>SIR, I ASSUME COMMAND</u> , and salutes.
General Doe	Returns salute and takes flag from Flag Bearer.
Flag Bearer	After giving flag to General Doe, takes two side-steps to the left.
General Doe	Presents flag to Incoming Commander.
Incoming Commander	Takes flag from General Doe and presents it to the Flag Bearer.
Flag Bearer	Takes flag from Incoming Commander and remains at position of "ATTENTION."
	General Doe, Incoming and Outgoing Commanders face front.

RETIREMENT

Incoming Commander	Moves back to appropriate position.
Retiree	Does a right face, takes two steps forward, then a left face to arrive at General Doe's left.

Narrator Reads retiree's career resume.
ATTENTION TO ORDERS - reads retirement order.
(Note: Do not pause after reading the retirement order; start reading the text of the retirement certificate immediately.)
Reads text of retirement certificate.

Aide Hands General Doe the certificate.

General Doe Presents retirement certificate and shakes hands.

Narrator IT IS CUSTOMARY TO RECOGNIZE THE CONTRIBUTIONS MADE BY THE SPOUSE OF A RETIRING MILITARY MEMBER. MRS. -----, WOULD YOU PLEASE COME FORWARD?

Aide Escorts spouse to a position between her husband and General Doe.

Narrator Reads text of spouse's certificate of appreciation: CERTIFICATE OF APPRECIATION FROM ...

General Doe Presents certificate of appreciation.

Aide Escorts spouse back to her seat.

Incoming Commander Resumes position between General Doe and the Outgoing Commander.

General Doe Steps to microphone for remarks. After remarks, returns to position next to Incoming and Outgoing Commanders.

Outgoing Commander Steps to microphone for remarks, then returns to position.

Narrator LADIES AND GENTLEMEN, PLEASE RISE.

Principals depart stage and exit the room.

Escort officers escort distinguished visitors and wives from room.

Narrator LADIES AND GENTLEMEN, THIS CONCLUDES OUR CHANGE OF COMMAND. THANK YOU FOR COMING. COLONEL AND MRS. ----- WILL REMAIN IN THE ----- TO SAY GOODBYE TO THEIR FRIENDS. A RECEPTION IN HONOR OF OUR NEW COMMANDER WILL FOLLOW IN THE ----- WE HOPE YOU WILL JOIN US.

APPENDIX F

MILITARY AND DEBUTANT BALLS

The debutant ball is generally a provision of the officers' wives club. But as a parent officer, you may be asked to provide advice and help. The intent of the ball is allow debutantes to make their bows to society in a large group. This allows the young lady and her parents to designate a particular date and time for her to enter the adult world in a very beautiful ceremony. It also gives the military daughter a chance to become a debutante with a sponsor. Many girls have been denied this opportunity because they are military and would not otherwise have a hometown or local group to sponsor them. The debutant ball gives the young woman experience and poise, recognition, fun, joy, and special sharing.

The debs wear long white dresses and white gloves for their presentation. Officers and cadets wear the mess dress and civilian gentlemen wear black tie. Partners of the deb, as well as close relatives and friends, generally send flowers to the girl before the ball. She chooses either a corsage or bouquet to wear; the other flowers are used as a background at the place where she is presented.

The planning and execution of the debutant ball is up to the parents of the girl being presented. It is a major undertaking and no complete description is presented here. Sample job descriptions and responsibilities are listed below as well as a sample sequence of events. For further information encourage the organization or group sponsoring the ball to contact other officers' wives clubs or groups that have sponsored other balls.

CHAIRMAN. Presides at meetings, selects the Co-Chairman, Secretary, Treasure, Deb Advisors, and Escort Chairman. Sets meeting dates and presides using informal parliamentary procedure. Sets a time limit on the length of meetings; e.g., meetings will begin at 7:00 p.m. and end around 9:30 p.m. Sees that all opinions are allowed to be expressed (usually through report form and discussion), then a decision made by vote with majority rule. Keep in mind that the parents are paying for the event. The committee is organized to help them. Parents should be overruled only if a decision would interfere with an UWC or Air Force policy. Therefore, it is improper for the committee to vote on decisions belonging to the parents. All committee report to the chairman and are responsible to her. Ultimately she is responsible for all their actions. It is imperative that she be familiar with the various jobs and know how each operates. She keeps records with the help of her co-chairman. At the end of the deb season she coordinates final reports, scrapbooks, etc., and turns them over to the UWC. She also helps write the script for the master of ceremonies and takes it to the printer and finally delivers it to the master of ceremonies answering any questions he may have.

CO-CHAIRMAN. A person who works well with the chairman. Assists the chairman and presides in her absence. In the event the chairman steps down, becomes the chairman. Can double as the social chairman to keep the social calendar current.

TREASURER. Keeps the monies in a special account at a local bank. Her name and the chairman's names are on the signature card. In the event of her absence, the other may write checks. Keeps a record of all voted expenditures and a running tally of all monies spent. Presents this in report form at each meeting to be incorporated into the minutes. Pays bills as authorized and submits a final financial report after the ball season. Keeps a running tally on the budget.

DEBUTANTE ADVISORS. There are often two deb advisors. After the initial meeting, they begin working with the girls as soon as possible. Meet with the girls to practice their bows in front of mirrors. The advisors show the girls the three bows. The girls select their favorite.

Other duties include:

- Discussing the style of dress, color, shoes, jewelry, etc., for the night of the ball.
- Discussing all social events, dress, manners, protocol, etc.
- Assisting them regarding proper procedure, etiquette, introductions, table seating, writing thank you notes, etc. (Girls usually prefer to hear these things from the advisors instead of their mothers.)
- Coordinating with the committee on the rehearsal and ball.
- Assisting at the rehearsal and ball.

ESCORT CHAIRMAN. Responsible for securing escorts for the debs. Several months in advance she contacts all the Service Academies to ask for volunteers. Since this is an Air Force ball, the escorts are picked from the Air Force Academy first. If there is an insufficient number of Air Force Academy volunteers, then she secures escorts from other Academies. Then she will go to the civilian community. After the escorts are chosen, she sends each of them a formal

invitation to the ball as well as an itinerary of the deb season social events. The cadets usually appoint a cadet-in-charge as a contact point for the escort chairman. He is usually very helpful. She arranges the first event for the deb and escorts to meet each other (pizza party, swim party, etc). Prior to this first meeting, the escort chairman will brief the cadets on the upcoming functions, what to wear, where to meet, etc. If any problems arise, it is the escort chairman's job to work with the Deb and Escort involved or the cadet-in-charge, depending on the circumstances, and settle the differences with as little attention as possible.

BAND CHAIRMAN. Contacts various bands for booking immediately upon taking this position. The mothers may give suggestions. She presents choices to the committee and a vote is taken. Remember that June is a popular month and many bands are booked one year in advance. Proceed with selection immediately. The band is booked for the night of the rehearsal as well as the night of the ball. On rehearsal night, the band plays for two walk-throughs; then they play dance music for the remainder of time and everyone joins in. When a band is booked two nights in a row, there may be decrease in price. But it is more difficult to find a band with two nights open back-to-back. The girls may have musical requests they wish to have played in their honor. These may be turned in to the band chairman. She passes them on in advance to the band. These selections are not played during the presentation; but during the ball. A slow soft background music is played during the presentation. This job is not time consuming and the band chairman could assist another chairman if needed. It would be most beneficial if the band chairman had the opportunity to hear the band play before signing any contract.

CLUB ARRANGEMENTS CHAIRMAN. This position includes the following:

- Coordinating with the chairman or co-chairman to reserve the Officers' club for all meetings.
- Planning several menus for the breakfast or dinner and presenting them to the committee for vote.
- Planning the menu for the cocktail party immediately prior to the presentation.
- Planning menus for any officers' club function.

Coordinates with the club on menus, selections, etc. Presents them to the mothers. When selection is made by the committee, finalizes the menus, times they are served, etc., and signs the club contracts. No one should attempt to change times, menus, etc., without her knowledge and approval. She coordinates with other members of the other committees as necessary. She is not responsible for table or other decorations as this is the responsibility of the decorations committee. Place cards are customarily used at the ball and are the responsibility of the seating and reservations chairman.

This chairman is responsible for having champagne at each table for the toast the General makes to the deb. All join in the toast. The timing on this is crucial. It is suggested that the champagne bottles be on the tables when the guests enter the ballroom. Have one man at each table responsible for filling the glasses in time for the toast. There should be a pause in the script for this. Otherwise, waiters will be milling about during the presentation. This chairman may wish to coordinate with decorations on a type of container to blend with table decorations. She reports her progress at each committee meeting.

DECORATIONS CHAIRMAN. This is the largest and most laborious task involved with the ball. The chairman needs a committee of at least three members; four would not be excessive. All parents, committee members, etc., may be called upon to assist. Decorations can be expensive, so many helping hands are required to eliminate extra labor costs. The Chairman and her committee may wish to research past decorations and themes. Then at a meeting a choice of several themes and appropriate decorations, differences of cost, etc., are discussed. The committee selects a theme and the decorating committee proceeds. This committee should be in charge of table decorations in keeping with their theme. Also, if any table decorations, etc., are desired in the adjoining room where the cocktail party will be held, the decorating committee must approve the style, etc., to correlate the entire theme. Some provision and thought should be given to where or what to do with leftover decorations prior to the ball. Some thoughts are: sell them through news ads, garage sales, or perhaps some to OWC if they could be useful as OWC property or to private parties. One important note: one of the most important decisions necessary in order for the decorations to be planned, is the choreography of the presentation. Although there are many variations, there are two basic choreographies possible. One is where the deb appears from side stage onto the stage; the other has the deb entering from the rear of the ballroom. This particular entrance gives the deb more time in the "spotlight." The decision is entirely up to the mothers. This group also gives reports of progress at committee meetings.

INVITATIONS AND PROGRAMS CHAIRMAN. One person can chair this committee. Samples of invitations and programs can be found in previous deb ball scrapbooks. Invitations should be ordered well in advance. Purchase the same number of small white calling cards to be enclosed with the invitations. Settle on an RSVP telephone number on those addressed to protocol and local

guests. A protocol list including non-parent committee members is obtained. This chair addresses and mails these invitations. Parents send invitations to their own guests. Many parents will want extra invitations to send out-of-town relatives (those who will enable to attend but would like to receive an invitation). All invitations should be sent simultaneously four to six weeks in advance. Under no circumstances should they be sent in less than four weeks. The committee needs to decide how to accomplish this. The program layout should be worked on in advance. Important points: getting photos and write-ups in well in advance is imperative. Each person attending will need a program. Some extras will be needed as souvenirs, etc. If other invitations to parties, teas, etc., are sent it should be done by one of the parents who are sponsoring the event. A sample invitation could be:

*The Officers' Wives' Clubs
of March and Norton Air Force Bases
request the pleasure of your company
at a Debutante Ball
on Saturday, the eleventh of June
at seven o'clock
General "Hap" Arnold Officers' Club
March Air Force Base, California*

Reply Card Enclosed

Black Tie

PHOTOGRAPHY CHAIRMAN. This can be handled by one person. A photographer should be selected early. Like bands, they are booked well in advance for June. Parents need to decide in advance how many poses they want. Check with a few photographers, compare their work and their prices for the number of photos you wish.

The photography involved is as follows:

- A black and white glossy is taken in the early spring to be used in press releases. The photography chairman coordinates with the help of the deb advisors. The girls are not in their ball gowns in this pose (one a head shot). You must choose a background color and drape and jewelry to wear.

- The publicity chairman arranges for all newspaper photos and coordinates with all the papers.

All party dates are registered with her to avoid duplication and one should make a calendar for each parent so as dates are decided on they can be added to the social schedule. In the event a question arises concerning etiquette, protocol, etc., she should research for the group. The social calendar also appears in the program for the Ball.

PUBLICITY CHAIRMAN. Responsible for press releases, press photographs and press relations. Coordinates pictures and releases of the various events. Local press is included in some of the functions.

REHEARSAL CHAIRMAN. Advises choreography for the presentation. The committee selects their favorite and vote on it as early as possible. Until this is worked out, final seating and decorations plans cannot be completed. Coordinates with deb advisors and escort chairman on the choreography since they will be practicing the chosen plan. Responsible for planning the rehearsal itself. All parties participating in the rehearsal must be fully briefed. Briefs the committee chairmen involved so they know what to expect.

- Also plans rehearsal dinner prior to rehearsal at the officers' club.

SCRAPBOOK CHAIRMAN. Compiles a scrapbook beginning with the announcement asking for those interested, informal snaps, press items, invitations, etc. Includes all materials possible. The scrapbook reflects all the events -- formal and informal.

SEATING AND RESERVATIONS CHAIRMAN. Works out seating for debs and escorts, protocol tables and parent and guest tables. Numbers the parents' tables and deb tables and each draws a table number. Usually protocol and parents' tables are for 10; deb and escort tables for six or nine. Parents inform her of their guests acceptance so she can tabulate a final number. Also, she is in charge of formal place cards for each table. Parents may wish to inform her of preferred seating arrangements for their tables or she can give place cards to mothers the afternoon of the ball and let them place them themselves. She should draw a large diagram of seating arrangements for the ball so guests know table numbers. Numbers should be placed on each table.

SAMPLE DEBUTANTE BALL SEQUENCE OF EVENTS

Debutantes arrive.

Escorts arrive.

1900 Cocktails.

1925 Master of Ceremonies, Escorts and Band in place
Debs ready in dressing room.

1930 Chimes sound to signal parents and guests to enter room and go to their tables.
Band plays soft music in background.
Fathers of debs escort mothers to tables and then take their places at designated spot.
Receiving generals and their ladies remain just outside room.

1940 Master of ceremonies (MC) welcomes all to the debutante ball.

MC introduces receiving generals and their ladies.

General and wife enter through arch and walk runway and take their places in presentation area.
Band plays ruffles and flourishes and General's March after the senior general and wife enter.

MC: Ladies and Gentlemen, please stand for our National Anthem.
Band plays National Anthem.

MC asks chaplain to give invocation.
Chaplain gives invocation.

MC makes brief comments/overview remarks about debs activities.

Designated person reads "Debs Poem."

F-5

THE AIR FORCE DEB

It's time, my dear, to make your bow
To our military peers.
I'm really very proud you know,
So please, don't mind my tears.
No time for dreams - the moment's now
The music has begun
The magic of this hour, dear,
Touches everyone.
You enter, and I gaze with awe
As Dad escorts you to
The threshold of a bright new world
We now will share with you.
You look so poised and dignified
In your formal gown of white.

You pause, and then you curtsy low,
As tradition deems, this night.
And when the ceremony ends
Your first dance is with Dad.
I feel a warm and prideful glow
But, just a little sad.
And now a young man in formal dress
Steps up to claim his dance,
And Dad releases you from the fold
With a wistful backward glance
He smiles as he walks toward me
As I think back when we wed,
Time passes swiftly - and now Godspeed
To our Darling Air Force Deb

- Author Unknown

Band plays very softly in background.

MC: "And now we are pleased to present the debutantes from _____ Air Force Base.

MC: Announces deb's name.

Deb enters room through sabre arch and proceeds to gazebo.

Deb walks around gazebo. MC gives info about deb.

Deb comes to stop in front of gazebo facing presentation area.

Father enters and joins deb.

MC: "Miss _____ is the daughter of _____." (This is clue for deb and father to start walking runway to the presentation area.)

Father presents deb to generals and ladies.

Generals and ladies congratulate deb.

Deb curtsies.

Father escorts deb to her position in presentation area.

Father takes his position (near middle exit).

(Repeat this sequence for each deb)

All debs presented and in place in presentation area.

MC: "Ladies and Gentlemen, the debutantes from _____ Air Force Base." (Applause)

MC: "Fathers, your daughters await you for the grand promenade."

Fathers reenter and escort debs on grand promenade as band plays promenade music.

Generals and ladies take their seats as the last father and deb begin promenade.

On way back to presentation area, fathers escort debs to their mother.

Debs present bouquets, curtsy, and kiss mothers.

Fathers escort debs back to presentation area.

MC: "And now the first dance."

Band plays waltz. Fathers and debs dance first dance.

(Fathers with two daughters change partners.)

First escort cuts in.

Deb curtsies to father, kisses him, and dances with first escort.

Fathers depart to bring mothers to dance floor.

Fathers and mothers dance.

Second escorts cut in on first escorts and dance with debs.
First escorts take seats at tables.
Music ends.
Fathers escort mothers to tables and be seated.
Second escorts accompany debs to tables and are seated.
MC asks guests to fill champagne glasses for toast.
MC asks senior general to come to podium for toast to debs.
General comes to podium and proposes toast to debs.

Toast.

MC: "Ladies and Gentlemen, enjoy your dinner."
Dinner is served.

Band takes break during dinner.

Keyboard dinner music.

After dinner, MC announces 15 minute break.

-BREAK-

After break, band and MC in place.

MC introduces escorts for each deb.
MC introduces ladies who organized and orchestrated debs ball.
Asks them to stand and asks audience to join in round of applause.

MC acknowledges help from officers' club. (Applause)

MC acknowledges band. (Applause)

MC: "Thank you all for coming this evening and now we invite you to join us for dancing.

Dancing.

APPENDIX G

DIETARY RESTRICTIONS

It is important to consider any dietary restrictions when entertaining foreign guests. A basic rule of thumb is that Moslems and Jews do not eat pork nor foods prepared with pork products (lard, bacon grease, etc). Hindus do not eat beef or pork and many Hindus are vegetarians. Mormons don't drink alcohol, tea or coffee and generally prefer plain food. Buddhists don't have general religious dietary restrictions, but may have strong personal preferences. Generally, fish and fowl are acceptable to everyone. Remember to allow for individual dietary restrictions due to religious, medical or personal preferences - determine beforehand if these restrictions exist. Make sure that if a restriction does exist, that you guard against serving any derivation of that item. Particularly avoid serving combinations of veal and ham or chicken and ham, both of which are unacceptable to Moslems and Jews. Always have a variety of nonalcoholic beverages available.

	NO BEEF	NO PORK	NO RESTRICTIONS	OTHER
ARGENTINA			X	
AUSTRALIA			X	
AUSTRIA			X	
BELGIUM			X	
BOLIVIA			X	
BRAZIL			X	
BULGARIA			X	
BURMA			X	
CAMEROON			X	
CANADA			X	
CHILE			X	
CHINA			X	
COLOMBIA			X	
CZECHOSLOVAKIA			X	
DENMARK			X	
DOMINICAN REPUBLIC			X	
ECUADOR			X	
EGYPT		X		
EL SALVADOR			X	
ETHIOPIA		X		
FINLAND			X	
FRANCE			X	
GERMANY			X	
GHANA		X		
GREAT BRITAIN			X	
GREECE			X	
GUATEMALA			X	
HAITI			X	
HONDURAS			X	

	NO BEEF	NO PORK	NO RESTRICTIONS	OTHER
HUNGARY			X	
INDIA	X	X		
INDONESIA		X		
IRAN		X		No alcohol
ISRAEL		X		
ITALY			X	
JAPAN			X	
JORDAN		X		
KOREA			X	
LEBANON		X		
MALAYSIA		X		
MEXICO			X	
MOROCCO		X		
NEPAL	X	X		
NETHERLANDS			X	
NEW ZEALAND			X	
NICARAGUA			X	
NIGERIA			X	
NORWAY			X	
PAKISTAN		X		No alcohol
PANAMA			X	
PARAGUAY			X	
PERU			X	
PHILIPPINES			X	
POLAND			X	
PORTUGAL			X	
ROMANIA			X	
SAUDI ARABIA		X		No alcohol
SOUTH AFRICA			X	
SPAIN			X	
SRI LANKA	X			No fish No eggs
JORDAN		X		
SWEDEN			X	
SWITZERLAND			X	
THAILAND	X			
TUNISIA		X		
TURKEY		X		
USSR			X	
URUGUAY			X	
VENEZUELA			X	
YUGOSLAVIA			X	

APPENDIX H

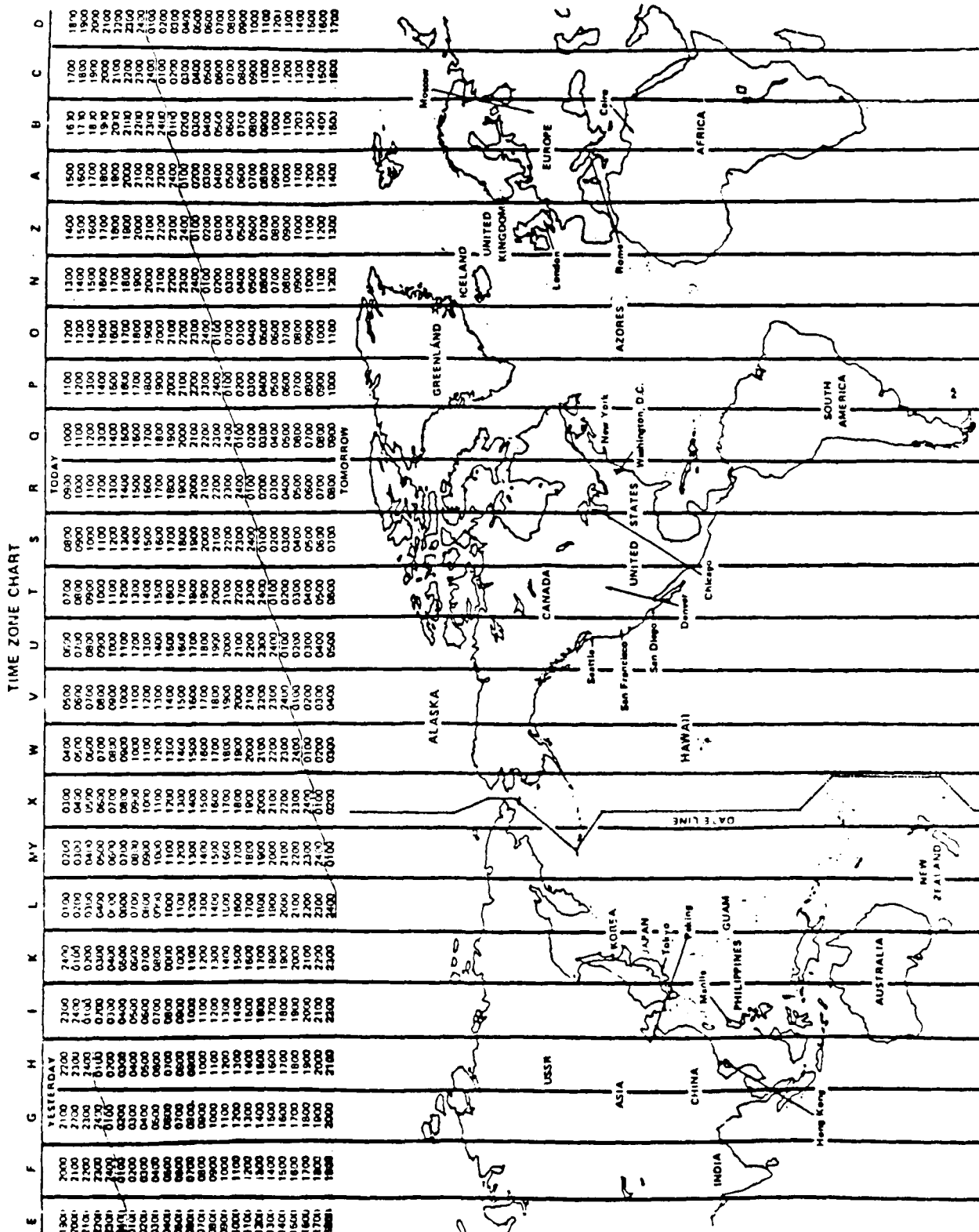
MILITARY EQUIV RANK	GS RATING	FSO-51	MILITARY AND CIVILIAN EQUIVALENT MARKS			EXEC LEVEL	EXEC LEVEL EXAMPLES	CODE
			DIPLOMATIC TITLE	CONSULAR TITLE	SK EXEC SERVICE			
General/Admiral		Career Ambassador	Ambassador			Exec Level I	Cabinet Level	DV 2
Lt Gen/ Vice Admiral		Career Minister	Ambassador; Counselor	Consul General	SES-42	Exec Level II	Sec of AF	DV 2
Maj Gen/ Rear Admiral	GS-18	FSO-1	Ambassador; Counselor	Consul General	SES-5	Exec Level III	DOD Dir/ Spec Act	DV 2
Brig Gen/ Commodore	GS-17 GS-16	FSO-2	Counselor; 1st Secty	Consul General	SES-6	Exec Level IV	Under Sec	DV 3
Colonel/Captain	GS-15 GS-14	FSO-3	Counselor; 1st Secty	Consul Gen/ Consul		Exec Level V	Asst Secretaries	DV 4
Lt Col/Commander	GS-13	FSO-4	Second Secretary	Consul				DV 5
Maj/Lt Commander	GS-12	FSO-5	Second Secretary	Consul				DV 6
Capt/Lieutenant	GS-10	GSO-6 Secretary	Second Consul	Vice				DV 7
1st/Lieutenant	GS-9 GS-8	FSO-7	Third Secretary	Vice Consul				
2nd Lt/Ensign	GS-7	FSO-8	Third Secretary	Vice Consul				

1 Foreign Service Officers
2 There are no SES-1 through SES-3 grades

APPENDIX I

EQUIVALENT UNIFORMS FOR OFFICERS				
	USA	USN/USCG	USMC	USAF
INFORMAL	Class B (Khaki or Gray-Green)	Summer Khaki Summer White	Summer Service C	Short sleeve light blue with/or w/o epaulets with/or without tie
SERVICE	Class A (green or white)	Winter Blue Service Dress Blue	Winter Service B Winter Service A	Blue Service
CEREMONIAL	Army Blue Uniform Army white Uniform	Full Dress Blue Full Dress White	Blue Dress A/Blue White Dress A White Dress A/Blue White Dress A	Ceremonial Blue Dress Ceremonial white Dress
BLACK TIE	Mess Blues Mess Whites	Dinner Dress Blue Dinner Dress white Dinner Dress Blue Jacket Dinner Dress White Jacket	Blue Dress B White Dress b Evening Dress Blue B Mess Dress	Mess Dress (Blue, Black, or White)
WHITE TIE	Evening Dress	Formal Dress	Evening Dress A	Formal Evening Dress

APPENDIX J



APPENDIX I

AIR FORCE SONG

Off we go into the wild blue yonder
Flying high, into the sun,
Here they come, zooming to meet our thunder,
At 'em boys, give 'er the gun.
Down we go, sprouting our fame from under,
Off with one hell of a roar,
We live in fame, or go down in flame,
For nothing can stop the U.S. Air Force.

Minds of men, fashioned a crate of thunder
Sent it high into the blue
Hand of men biased the world asunder
How they lived, God only knew
Souls of men dreaming of skies to conquer
Gave our wings every resource
With jets before and bombs galore
Hey! Nothing can stop the U.S. Air Force.

Chorus (To be sung after each verse)

Here's a toast to the host of those who love
the vastness of the sky.
To a friend, we will send a message of his
brother men who fly.
We drink to those who gave their all of old
Then down we roar to score the rainbow's
pot of gold -
A toast to the host of men we boast
Nothing can stop the U.S. Air Force.

APPENDIX L

OATH AND ORDERS

Enlistment Oath

I _____ DO SOLEMNLY SWEAR
THAT I WILL SUPPORT AND DEFEND THE
CONSTITUTION OF THE UNITED STATES
AGAINST ALL ENEMIES, FOREIGN AND
DOMESTIC; THAT I WILL BEAR TRUE FAITH
AND ALLEGIANCE TO THE SAME; AND THAT
I WILL OBEY THE ORDERS OF THE PRESIDENT
OF THE UNITED STATES AND THE ORDERS
OF THE OFFICERS APPOINTED OVER ME,
ACCORDING TO REGULATIONS AND THE UNIFORM
CODE OF MILITARY JUSTICE - SO HELP ME
GOD.

OATH AND ORDERS

Regular Officer Oath

I, STATE YOUR NAME/_____/

HAVING BEEN APPOINTED A _____ IN

THE UNITED STATES AIR FORCE/ DO

SOLEMNLY SWEAR/

THAT I WILL SUPPORT AND DEFEND THE

CONSTITUTION OF THE UNITED STATES /

AGAINST ALL ENEMIES, FOREIGN AND

DOMESTIC/

THAT I WILL BEAR TRUE FAITH AND

ALLEGIANCE TO THE SAME/

THAT I TAKE THIS OBLIGATION FREELY/

WITHOUT ANY MENTAL RESERVATION OR

PURPOSE OF EVASION/

AND THAT I WILL WELL AND FAITHFULLY

DISCHARGE THE DUTIES OF THE OFFICE/

UPON WHICH I AM ABOUT TO ENTER/

SO HELP ME GOD//

OATHS AND ORDERS

Enlisted Promotion Order

ATTENTION TO ORDERS

SENIOR AIRMAN RICHARD A. INGRAM IS
PROMOTED TO THE PERMANENT GRADE OF
SERGEANT EFFECTIVE 1 JUNE 1985 WITH
A DATE OF RANK OF 1 JUNE 1985.

FOR THE COMMANDER

SIGNED

OATHS AND ORDERS

Officer Promotion Order

ATTENTION TO ORDERS

BY DIRECTION OF THE PRESIDENT,
LT COL JOHN P. DRINNEN IS PROMOTED
TO THE PERMANENT GRADE OF COLONEL,
UNITED STATES AIR FORCE, EFFECTIVE
1 AUGUST 1985, WITH A DATE OF RANK
OF 1 AUGUST 1985.

BY ORDER OF THE SECRETARY OF THE AIR
FORCE

SIGNED

CHARLES A. GABRIEL, GENERAL, USAF
CHIEF OF STAFF

DATE
FILMED
= 8